



Connecticut
INDUSTRY

**MARCH
1946**

Delivery of the highest grade bituminous coal and finest quality industrial fuel oil to our customers throughout southern and western New England continues—and will continue—to be the primary interest of T. A. D. Jones & Company. You can be sure, now as always, that your requirements will be promptly met.

**T. A. D. JONES & COMPANY,
Inc.**

*Bridgeport—New Haven,
Connecticut*

Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 24 - NO. 3 - MARCH, 1946

L. M. BINGHAM, Editor

IN THIS ISSUE

	Page		Page
Editorial	5	Export News	28
Is Your Operating Philosophy Keyed to Public Demand?	6	Queries	30
Final Summary of Army-Navy "E" Awards	8	Employment Notes	31
Inventory is a Double Asset	10	Business Pattern	32
Tool and Die Manufacturers Hold 2nd Annual New England Conference	12	Accounting Hints	33
News Forum	13	It's Made in Connecticut	35
Federal Legislation	26	Service Section	40
Industrial Development	27	Advertising Index	40

OFFICERS

ALFRED C. FULLER President
EDWARD INGRAHAM Vice President
JAMES W. HOOK Vice President
N. W. FORD Exec. Vice President
JOHN COOLIDGE Treasurer
C. L. EYANSON Secretary

ADMINISTRATIVE STAFF

N. W. FORD Executive Vice President
C. L. EYANSON Sec. and Asst. Treas.
L. M. BINGHAM Director of Development
JOHN P. AHERN Executive Assistant
FREDRICK H. WATERHOUSE Counsel

DEPARTMENTAL STAFF

R. C. JOHNSON Office Manager
M. R. RAITES I. C. SCHILLINGER
K. E. RONAN M. H. FORSELL
E. G. BLOCK M. F. KINNEY
V. D. CASTAGNO F. E. KRUK
A. M. KRISTOF M. A. CHALKO

DIRECTORS

W. D. KIMBALL Portland
CHARLES E. HART, JR. Waterbury
W. R. HOYT Stamford
F. R. HOADLEY Stonington
F. S. NETTLETON Rockville
MALBY STEVENS Meriden
CLAYTON R. BURT Hartford

ALLERTON F. BROOKS New Haven
R. L. WHITE New Britain
HENRY C. HASKELL Moosup
L. J. ROSS Torrington
R. E. GAYLORD Winsted
H. W. STEINKRAUS Bridgeport
W. R. L. MCBEE South Willington

ARTHUR B. BARNES Taftville
ALBERT E. OTTO Putnam
W. R. JENNINGS Chester
H. W. JONES, JR. New Haven
ALFRED V. BODINE Bridgeport
FRANK H. LEE Danbury

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 436 Capitol Avenue, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription Rates: \$4.00 for 3 years; one year, \$1.10; 20¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.

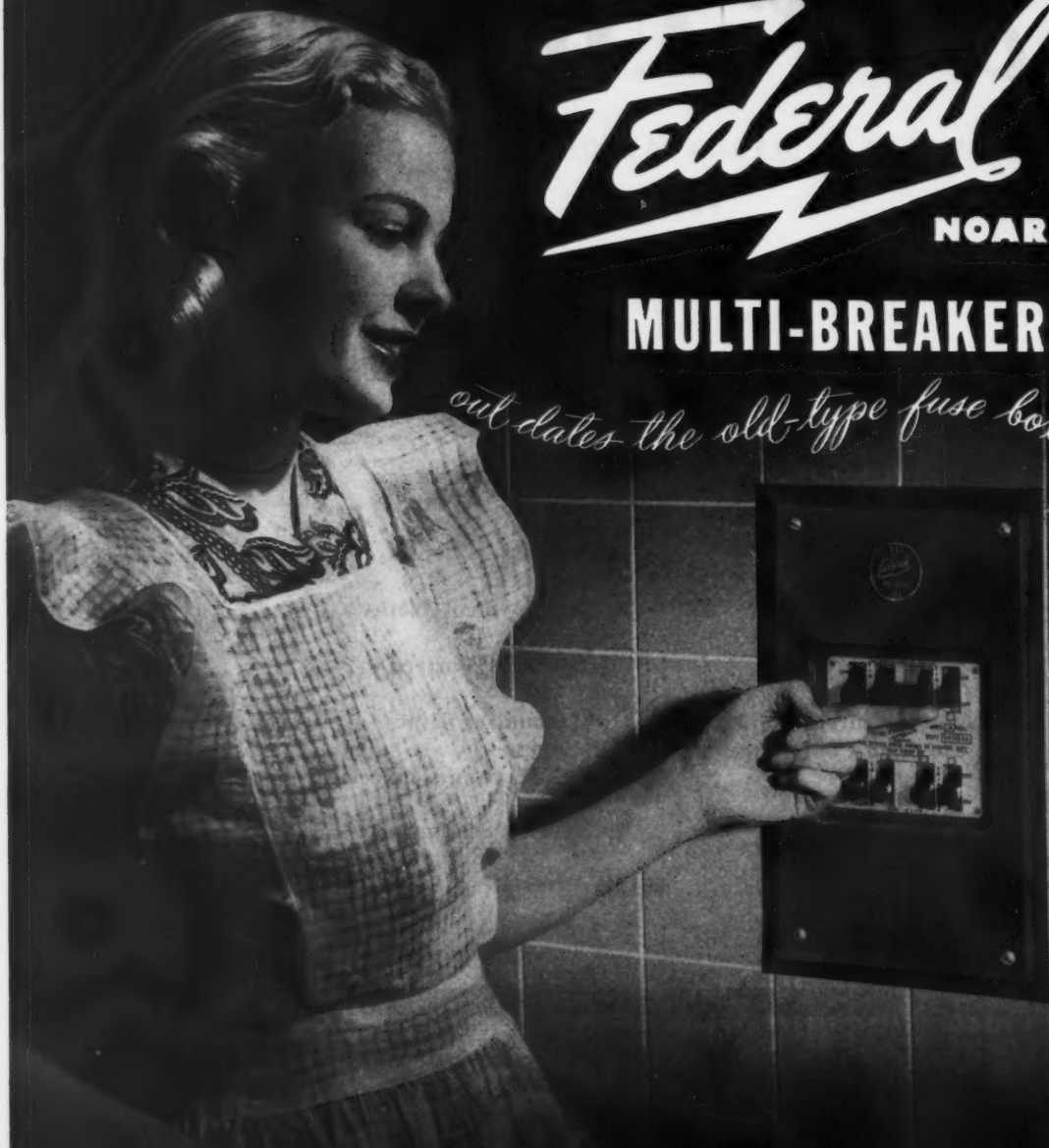
DEPENDABILITY IN CIRCUIT PROTECTION CANNOT BE "LEFT TO CHANCE"

Federal

NOARK

MULTI-BREAKERS

out-dates the old-type fuse box!



When the electrical layout calls for simple, compact control of light and power . . . call for Federal Multi-Breakers. On every class of project — residential, commercial or industrial — you'll find the Federal Multi-Breaker thoroughly dependable . . . convenient . . . attractive in appearance. There are types available for indoor and outdoor applications in a wide range of ampere capacities.

Write for a copy of the "Federalog". Address Dept. AR

FEDERAL ELECTRIC PRODUCTS COMPANY INC.

EXECUTIVE OFFICES: 50 PARIS STREET, NEWARK, N. J. • PLANTS: HARTFORD, CONN., NEWARK, N. J.
Manufacturers of MOTOR CONTROL • SAFETY SWITCHES • CIRCUIT BREAKERS • SERVICE EQUIPMENT • PANEL BOARDS



IF YOU NEEDED

a Brush Two Miles Long...

. . . you could get it in a Fuller-Gript. For while we have yet to receive an order for an industrial brush with a strip that long, it could be done!

Fuller-Gript strips 200, 300 and 400 feet long are not unusual. They are made of any desired material . . . wound according to any desired pattern on metal cores. They provide exactly the brushing action required in processes of all types. They clean steel in a strip mill or dust the starch from candies. They wash busses or brush on labels in packaging machines. They do any kind of a power-brush job *efficiently*.

Call upon Fuller for Fuller-Gript brushes engineered to fit your power-brushing requirements. Write, wire or phone.

Fuller-Gript

BUILT-TO-ORDER BRUSHES FOR YOUR INDUSTRY

Unique and versatile construction. Brush material held in vise-like grip by a continuous metal strip that can be coiled or formed to any desired shape.

THE FULLER BRUSH COMPANY

INDUSTRIAL DIVISION

3589 FULLER PARK, HARTFORD 2, CONNECTICUT

ROGER SHERMAN SERVICE

WE ARE SPECIALISTS IN HAULING
AND INSTALLING HEAVY MACHINERY,
CONTRACTORS' SUPPLIES AND EQUIPMENT
OF SUCH SIZE, WEIGHT OR BULK THAT
THE SAME CANNOT BE MOVED IN ORDI-
NARY COMMON CARRIER OPERATIONS

**STEEL ERECTION
TRAILER SERVICE**

**CRANE RENTAL
RIGGING**

ROGER SHERMAN

TRANSFER COMPANY

469 CONNECTICUT BOULEVARD, EAST HARTFORD, CONN.

TEL. 8-4153

Branch Office 58 Bradley St., New Haven, Conn. Tel. 6-1368

What Happens in Timbuktu Affects You Too

By ALFRED C. FULLER, *President*

THERE was a time, not more than a generation ago, when famines, epidemics and wars in Europe, Asia, Africa or Latin America had very little effect on Americans. To be sure, we were on the alert to see that localized wars did not spread to any Western Hemisphere countries, but we had the assurance then that no nation could be ruined by warfare unless its territory was devastated by an invading army.

Up until the first World War, a balance of power between two equally powerful groups of nations seemed to be a reasonably satisfactory arrangement to keep one powerful nation with its allies from completely ruling the world. During this same pre-war period, famines, earthquakes or widespread epidemics in any part of the world outside the North American continent aroused sympathy and some charitable relief, but did not pose any real problems for our country. Even trade wars did not seriously affect our way of life.

Now all this isolation—this geographic insulation against harmful results from upheavals in other parts of the world—has been dissolved by the rapid discovery of scientific truths and their equally rapid absorption into our advanced technology. Because of that technology which enables us to reach any part of the globe in less time than it required to travel from New York to Chicago a generation ago, and which makes possible a crippling, if not a knockout blow, to be dealt to the productive capacity of any nation by atom bombs dropped from radar-guided planes or rockets between darkness and dawn of any day, the world has been dramatically alerted to the birth of a new age.

The destructive power of the atom bomb is only the most startling symbol of the new age; by no means the only one. Let's look back to the days before World War I. Then farmers could be reasonably self-sufficient with the aid of only a few neighbors at threshing and butchering time. They raised the grain they fed to their livestock, made their own butter and had much of their own cheese made at the local creamery. Very few of them depended upon public utilities for power to run their machinery or for cooking, heating or lighting their homes. Even the living standards of the majority of non-farmers were more dependent on local ingenuity than upon a highly integrated, sensitive economic mechanism such as we have today when the economic life of a whole city or even a nation may be brought to a standstill by the refusal of a few hundred or a few thousand men to work, except on their own terms.

This feverish growth of technology has made cities, groups and individuals within our own nation so dependent upon each other that the actions of a small group, or even a single man, may have a good or bad effect upon the lives of all of us. Now we must be concerned with political unrest in even the smallest country, lest its small flame of revolutionary thought be fanned by our rapid-fire communications systems to set aflame the minds of men everywhere and bring another world catastrophe. Because of the world-wide network of travel facilities we must likewise

use the utmost caution against the rapid spread of contagious disease from one community of the world to all others. Nor can we any longer enjoy prosperity in this country for any sustained period if there is great depression and hardship in any of the major nations of the world. Our economy is also so highly integrated that no section of our own country can be in the doldrums without affecting the welfare of the others. Nor can any one class of our society profit long at the expense of the others without bringing down penalties upon all classes, including themselves.

The rapid march of science was dramatically climaxed last summer by the destruction of Hiroshima. More recently our interdependence created by the new technology was clearly demonstrated by the costly results of strikes in essential industries. These examples coupled with appeals to eat less in order to feed the starving millions of Europe and Asia, give startling proof of the need for a properly functioning world organization and a better means in this and other countries to induce all nations, groups and individuals to meet their responsibilities to each other. State, city and town governments cannot pass legislation or ordinances which are injurious to other similar political entities without causing reprisals. Employers cannot live to themselves alone. Neither can unions or even individuals. All are linked together by a technology which has the power to destroy us all or permit us to share an abundance undreamed of a quarter century ago.

There is no magic formula which nations, groups or individuals may follow unerringly to find a happy solution to the problem of how to live peacefully together and still remain free. However discouraging the outlook for the solution of these human relations problems may seem, progress is being made perhaps more rapidly than meets the senses. We should remember that scientific progress was also slow for many centuries as its many secrets were being tracked down by thousands of men in various parts of the world. Then, in a sudden quarter-century spurt, many strands came together to usher in Year One of the Atomic Age.

When the citizen of Timbuktu or any other town or city realizes what is being made clearer by startling events every day—that what he does affects you, and that what you and the other people on this planet do affects him—then we shall be making real progress toward the attainment of a world-wide cooperative spirit. With that spirit we can solve our problems while retaining our freedom; without it we shall be fettered by coercion and ultimately destroyed by a stupid application of our own discoveries.



Is Your Operating Philosophy Keyed to Public Demand?

By W. HOWARD CHASE, *Director of Public Relations, General Foods Corp., New York*

IN THIS article Mr. Chase poses questions pertaining to the production of human satisfactions, the correct answers to which are as important to every business man as the proper utilization of atomic energy is to all mankind. He also suggests a working philosophy which will lead toward the right answers. In picturesque, easy to read language the author gives a forceful demonstration of the need for production of social as well as economic values in order to perpetuate the radical idea of individual enterprise in a world leaning heavily on the state for the solution of its problems.

THERE is an ancient Chinese fable about the philosopher who studied a leopard by gazing through a bamboo tube. Eventually he was convinced that a leopard was a black spot, able to move rapidly in any direction. He had no more doubts about the nature of a leopard.

No one will deny that the black spot is part of the leopard. Nor does anyone challenge the idea that stockholder relations, or publicity, or speech-writing or good community relations, or institutional advertising—each taken by itself—is an important part of public relations.

The danger for the sage is that the leopard as a whole, from its fangs to its powerful claws, may be annoyed at a prodding bamboo tube and destroy the tube-gazer. The similar danger exists that the supple ever-changing mass of the world's men and women may grow equally restless and dangerous while the experts are studying its separate parts and never seeing the people whole.

I don't wish to talk in riddles today. This is the time to see things whole. Alexander Hamilton once impatiently remarked that "the people, sir, is a great beast." I paraphrase him today by saying "the people, sirs, is either your friend or your enemy. As friend, it will maintain you. As enemy, it will destroy you."

Who Are These People?

Who are these people we describe? They are the "faceless men" who cheered Hitler at Nürnberg, the million who heard Truman on Navy Day in Central Park, the millions at Coney Island on a hot Sunday, the 83,000 who watched Notre Dame tie Navy,



W. HOWARD CHASE

at a Red Square rally on May Day, the massed automobile workers in Cadillac Square in Detroit—the people are the great masses that come out of nowhere and move among our institutions with the potential destroying force of an atomic bomb. They do not react without reason. They listen; they add things up; they conclude. Slowly, ponderously, inevitably, they make up their minds. They are making up their minds about us.

A slogan hangs on the office wall of a friend: "Why make it difficult when with a little more effort you can make it impossible?" Ours would seem to be a simple job of providing reasons for citizens to think of us and our businesses as their friends—not their enemies. Let's not complicate it too

much. And yet, it wouldn't be too difficult, our problems being what they are today, for all of us to move into a crying jag. At the moment when most industry has the right to bask an hour or so for having achieved the impossible during wartime, new problems whirled out of the vortex of war assault us on every hand.

People are tired, irascible, nervous. In short, people these days are being extremely annoying by being—people, just men and women with children to feed and clothe, schools and churches to support, votes to cast, aspirations to attain.

They are people making up their minds—about us.

Why especially about us in business? One hundred forty million Americans, almost without exception, use the products of our industry every day. With the exception of the air we breathe and the water we drink, the food, clothing, shelter, transportation, and other products and services we provide are basic human requirements for remaining alive.

We Speak to the People

By the very nature of our business, we spend hundreds of millions of dollars each year to call attention to our products and to ourselves. We support newspapers, magazines, radio stations and their networks. We presume to educate, cajole, seduce, browbeat, caress, lambaste, and sometimes hogtie these people into use of our products.

We in industry have taken every conceivable media for the communication of an idea from one person to another, studied it, and adapted it wherever possible to achieve a sale. In short, we have affected the lives of people, individually and as a mass, and these people, individually and as a mass, are now asking some questions about us. Their mood is not hostile—yet, though they read that Czechoslovakia has just nationalized the food industry, that Communists and Socialists have just received 6,500,000 votes in France, that England is legislating state ownership of industries. If the mood grows hostile, the people have

machinery to dismantle us. We'd better look at the questions:

The People Speak to Us

Why are they being asked? What are the questions themselves? How do we propose to answer them?

The reasons for the questions, I think, are partly inherent in what I have just said about our incredible talent and success in calling attention to ourselves. But there is a deeper reason, and to discuss it we should look into the very origins of industry.

In the past, the producer of goods was likely to think of the individual only in the role of consumer. Great fortunes and great institutions were founded on this basis. To be successful, the producer of foods, or any other product, had to meet three tests:

- 1) He had to make his goods available. Without availability at the market place, his products, branded or unbranded, were neither purchased nor consumed. To achieve availability meant mastery of production techniques, the development of distribution. Some billions of words have been written and spoken on these two subjects, but we pass them lightly to move into the second factor—
- 2) Competitive pricing. For business continuity the producer, having made his goods available, had to do so at a price people would pay.
- 3) Finally, after achieving availability and competitive pricing, he discovered that his goods had to maintain standardized quality in order to bring repeat orders.

By and large industry has accomplished miracles in its mastery of these three factors. Our energy and brains have been tirelessly devoted to meeting needs of people as consumers.

A Jarring Note

People as consumers have, by and large, liked what we've done. But what about people as citizens? Here comes the jarring note: it is perfectly conceivable in a democratic state that people as consumers may be quite satisfied with the availability, the price, and the quality of our products, and yet be equally willing to go into their voting booths and vote us out of business.

I made this statement on the West Coast last year and was promptly put in my place by a feet-on-the-ground

friend—none of this theorizing for him—who assured our discussion group that good old-fashioned methods had always led to success and always would. Fortunately, I happened to remember that this friend once represented a large chain whose business in a certain Western state had been more than satisfactory from many points of view. Individuals as consumers were buying the shelves bare every week; profits were good; in short, as consumers, people liked what they bought.

Suddenly, however, as citizens they began to have grave doubts about the consequences of chain stores upon local business. Someone thought up a punitive tax bill that would exclude the chain from the state, and these individuals who as consumers had been lavish with their affections for the chain suddenly turned to their role as citizens and came within a narrow margin of voting the company right out of the state.

The people, it seems, whose ears, eyes, taste-buds, and emotions we constantly assault, are capable of complete ungraciousness about the values we have added to their lives. They persist in being dissatisfied.

The People and Their Wants

What do they want? More goods? Certainly, when they need them or are persuaded to need them. But we begin to draw close to the meaning of public relations when we reach a more basic answer. The people persist in wanting more satisfactions.

The American genius for making goods available at a price people can buy and at a quality level they will buy again and again has, paradoxically, created a situation in which men and women can have aspirations. They can and they do yearn for better living, both in terms of goods and in terms of satisfactions.

Since I've used the word before and shall again, we'd better identify a satisfaction. For most of us the finest satisfaction comes from being wanted, from being needed.

I was a horrified spectator at one incident not long ago when a stalwart young Army private stepped directly in front of a truck. He was mortally hurt. A clergyman or priest stepped from a cluster of cars, ran over and held the dying boy's hands. There was a flicker of recognition, then a quiet smile, and the boy died.

Days later I say the clergyman again. "That was a great thing you did for

that boy," I said. His answer will remain with me always.

"A man needs to be needed."

The Finest Satisfaction

After we've had food and shelter to sustain us and our physical requirements are met, then our minds begin to dwell on our relationship to others. And the finest satisfaction of all comes from being a needed and wanted part of something bigger than ourselves. The Church knows this secret about humanity. Lodges and fraternal organizations exist on it. Labor and political leaders thrive on it. Communists cultivate it.

But business seems to have forgotten. Almost alone among the great forces of modern society, business persists in thinking its concern lies only in the technic of making and distributing goods. Shall we dare ignore the parable, "It is written, man shall not live by bread alone"?

Claude Robinson, the famous measurer of human attitudes towards business writes: "I believe that businessmen should accept the fact that they really manufacture and distribute two kinds of products: the economic product and the social product. The social product I call 'social forms' and by that I simply mean the relationships between people worked out in the daily business of living—relationships between top management and lower management; between plant and community; between contractor and sub-contractor; between the company and the federal state. Volume discounts for dealers, the 40-hour week, time and a half for overtime—these are social forms manufactured and distributed by industry. Most companies have more social forms in their lines than they have economic products."

Let me add some more "social forms": retirement funds, sickness allowances, hospitalization insurance, vacations with pay, home nursing for employees' families. These are a modest beginning to a long list. These are preface to satisfactions—a commodity produced by business. How wise was one employer who took down a sign saying "Employees' Entrance" and had painted, "Through these doors pass the most skilled workers in the world." A satisfaction. An appreciation. A product.

A Little Humility

It is said that the confession of ignorance is the beginning of knowledge.

(Continued on page 22)



Final Summary of Army-Navy "E" Awards in Connecticut

WAR workers and management of 175 Connecticut industrial plants received the coveted Army-Navy "E" award for their part in the defeat of the Axis powers, according to a recent Army-Navy "E" release summarizing the awards for the entire country. These same companies received 448 stars for continuation of their outstanding record of performance for each six months after receiving the original award, until four stars had been won, after which the star was awarded for continuous periods of outstanding performance for one year.

The overall total "E" awards to topflight war production facilities numbered 4238 for the nation, which included Navy "E" awards made prior to July, 1942, when the Navy "E", the Army "A" and the Army-Navy Munitions Board "Star" awards were merged and became known as the Army-Navy "E" Award. Representing only 5% of the estimated war plants in the nation, those meeting the stringent eligibility requirements ranged in size from the one-man plant to large corporations and included facilities that converted from peace to war production, as well as new plants built especially for war purposes. Approxi-

mately 50% of the awards went to plants having less than 500 employees, which were generally considered as "smaller war plants".

In Connecticut there have been 15 five-star awards, 45 four-star awards and 34 three-star awards, with a majority of the remaining facilities falling within the one and two-star categories. Final awards were granted at the August meeting of the Army and Navy Boards for Production Awards and both boards have since been dissolved. Plants which have won the Army-Navy "E" are at liberty to continue flying the award flag and to make use of the award insignia in their publicity and advertising, while their employees who were entitled to receive Army-Navy "E" award pins may continue to wear them.

Since the average number of Army-Navy "E" awards for each state in the Union fell just under 90, it will be noted that Connecticut, with its 175 awards, stood nearly 100% above the average and far above all other states with a similar population. "Connecticut Industry" takes pride in listing the names of the companies receiving Army-Navy "E" awards and stars as furnished to it by the Army Service Forces, Springfield Ordnance District:

★	No. of Stars	No. of Stars	No. of Stars	★	
Acme Cotton Products Co., Inc., East Killingly	Chase Brass & Copper Co., Inc., Chase Rolling Mill, Waterbury	5	A. C. Gilbert Co., New Haven	3
The American Brass Co., Ansonia Plant, Ansonia	5	Chase Brass & Copper Co., Inc., Waterbury Manufacturing Company Plant, Waterbury	5	Gray Manufacturing Co., Hartford	2
The American Brass Co., Torrington Plant, Torrington	5	Cheney Brothers, Manchester	4	The Greist Manufacturing Co., New Haven	5
The American Brass Co., Waterbury Plant, Waterbury	5	Chromium Corp. of America, Waterbury	4	Handy & Harman Co., Bridgeport Plant, Bridgeport	5
American Hardware Co., P. & F. Corbin Division, New Britain	1	Chromium Processes Co., Shelton	2	Hanson-Whitney Machine Co., Hartford	3
American Machine & Foundry Co., Oven Division, New Haven	Cinaudagraph Corp., Stamford	2	Heppenstall Co., Bridgeport Plant, Bridgeport	3
American Red Cross, Blood Donor Center, Hartford	1	Colt's Patent Fire Arms Manufacturing Co., Flower St. Plant, Hartford	2	High Standard Manufacturing Corp., Hamden	2
American Velvet Co., Inc., Stonington	1	Colt's Patent Fire Arms Manufacturing Co., Park St. Plant, Hartford	2	High Standard Manufacturing Co., Inc., New Haven	4
Andover-Kent Aviation Corp., Middletown	3	Colt's Patent Fire Arms Manufacturing Co., Van Dyke Ave. Plant, Hartford	2	A. F. Holden Co., New Haven	2
Ansonia Electrical Co., Ansonia	1	Connecticut Telephone & Electric Division, Great American Industries, Inc., Meriden	3	A. F. Holden Co., West Haven	2
Ansonia Manufacturing Co., Ansonia	5	Corbin Screw Corp., New Britain	3	The E. Ingraham Co., Bristol	2
Atlas-Ansonia Co., New Haven Plant, New Haven	1	Crystal Research Laboratories, Inc., Hartford	1	International Silver Co., Factory D, Meriden
Automatic Signal Corp., East-Norwalk	2	Cushman Chuck Co., Hartford	International Silver Co., Factory E, Meriden	3
Autoyre Co., Oakville	4	DeJur-Amsco Corp., Shelton	1	International Silver Co., Factory H, Meriden	4
B. G. Machine Co., West Haven	1	Diamond Hill Machine Shop, Cos Cob	4	International Silver Co., Factory M, Wallingford
M. Backes' Sons, Inc., Wallingford	1	Dictaphone Corp., Bridgeport Plant, Bridgeport	4	International Silver Co., Factory P, Wallingford
Bard-Parker Co., Inc., Danbury	4	Dunbar Brothers Co., Division of Associated Spring Corp., Bristol	3	International Silver Co., Factory R, Meriden	4
The Barden Corp., Danbury	2	E. I. du Pont de Nemours & Co., Inc., Fairfield Plant, Fairfield	1	International Silver Co., Factory X, Meriden	1
Wallace Barnes Co., Division of Associated Spring Corp., Bristol	4	Edwards & Co., Inc., Norwalk	4	Jacobs Manufacturing Co., West Hartford	1
Wallace Barnes Co., Division of Associated Spring Corp., Rolling Mill, Forestville	2	Electric Boat Co., Nelseco Plant, Groton	4	C. O. Jelliff Manufacturing Corp., Southport	4
The Bead Chain Manufacturing Co., Bridgeport	2	Electric Specialty Co., Stamford	Jenkins Brothers, Inc., Bridgeport	4
The Beaton & Corbin Manufacturing Co., Southington	1	Electrolux Corp., Old Greenwich	3	Cyril Johnson Woolen Co., Stamford Springs	4
Belding Heminway Corticelli Co., Putnam	1	Electro Motive Manufacturing Co., Willimantic	3	Johnson Gage Co., Bloomfield
Benrus Watch Co., Waterbury Manufacturing Division, Waterbury	3	Ensign-Bickford Co., Avon Plant, Avon	3	Kane Products, Inc., Shelton
Bigelow-Sanford Carpet Co., Inc., Thompsonville Plant, Thompsonville	3	Ensign-Bickford Co., Simsbury Plant, Simsbury	3	Lacey Manufacturing Co., Inc., Bridgeport	1
Bodine Corp., Bridgeport	The Fafnir Bearing Co., Booth Street Plant, New Britain	4	Landers, Frary & Clark, New Britain	3
Botwinik Brothers, Inc., New Haven	4	The Fafnir Bearnig Co., John Street Plant, New Britain	4	Lea Manufacturing Co., Waterbury	2
Bridgeport Brass Co., E. Main St. and Housatonic Plants, Bridgeport	5	The Fafnir Bearing Co., Washington Street Plant, New Britain	4	Lux Clock Manufacturing Co., Waterbury	2
Bridgeport Fabrics, Inc., Holland Avenue Plant, Bridgeport	*Farrel-Birmingham Co., Inc., Ansonia Plant, Ansonia	5	Warren McArthur Corp., Bantam	1
Bridgeport Fabrics, Inc., Wood Avenue Plant, Bridgeport	Farrel-Birmingham Co., Inc., Atwood Division, Stonington	4	The M. B. Manufacturing Co., Inc., New Haven	3
Bristol Brass Corp., Bristol	1	*Farrel-Birmingham Co., Inc., Derby Plant, Derby	5	Machlette Laboratories, Inc., Power Tube Division, Norwalk
The Bristol Co., Waterbury	4	Fonda Gage Co., Stamford	1	Machlett Laboratories, Inc., Springdale Plant, Springdale	4
Broad Brook Co., Broad Brook	4	Fuller Brush Co., Hartford Plant, Hartford	1	Maguire Industries, Inc., Auto-Ordnance Division, Bridgeport	3
The Bryant Electric Co., Hemco Plastics Division, Bridgeport	2	General Electric Co., Bridgeport Works, Bridgeport	4	Manning, Maxwell & Moore, Inc., Bridgeport Plant, Bridgeport	4
The Bryant Electric Co., Wiring Device Division, Bridgeport	3	General Motors Corp., New Departure Division, Plant A, Bristol	3	Mason Silk Co., Winsted
Bullard Co., Bridgeport	4	General Motors Corp., New Departure Division, Plant D, Meriden	3	The Maxim Silencer Co., Hartford	4
Casco Products Corp., Bridgeport	The Geometric Tool Co., New Haven	4	The Metropolitan Body Co., Cilco Plant & Kossuth St. Plant, Bridgeport	1
Chandler-Evans Corp., South Meriden Plant, South Meriden			New Britain Machine Co., New Britain	4
Chase Brass & Copper Co., Inc., Chase Metal Works, Waterville	5			New England Lime Co., Canaan	2
				Magnesium Plant, Canaan	2
				New Haven Clock Co., New Haven

(Continued on page 25)

*Winner of Navy "E" Award prior to July 1942, which elected not to convert to Army-Navy "E" Award.

Inventory is a Double Asset

By ROBERT L. GORDON, Vice President, Lawrence Warehouse Company, New York City

IN THESE DAYS when adequate financing bulks so large in any well rounded program of conversion to peacetime production and selling, the suggestions made by Mr. Gordon in this article are particularly significant. How much they will profit you depends entirely on the extent they are used in your business.

SIXTY per cent of all manufacturers are unfamiliar with an important financing vehicle which might advantageously be applied to the financing of their businesses. According to a survey recently completed by this writer, only four out of ten manufacturers, large ones as well as small ones, know of field warehousing and even remotely understand how it can be used in the financing of their inventories. Many manufacturers are finding themselves in the position of wanting to borrow money in amounts greater than their unsecured borrowing capacity will permit and, as a consequence, are seeking new means of raising working capital funds. The purpose of this article is to acquaint businessmen with an accepted method by which to augment working capital through the use of existing inventory assets or inventory which could be purchased if sufficient funds were available. The intent is to describe and explain inventory financing through field warehousing and to illustrate how this modern practice can be employed effectively by manufacturers and



ROBERT L. GORDON

others who are seeking credit for working capital needs.

A field warehouse is a public warehouse established by a bona fide warehouseman on the premises of a manufacturer or other business concern in order to effect custodianship of com-

modities owned by that concern *at the point where they normally are kept*. In field warehousing, the warehouse is brought to the merchandise, saving costs of transportation to a terminal warehouse and leaving the inventory readily available for authorized withdrawal for use by the owner. Warehouse receipts are issued from the field warehouse and are acceptable as collateral security by banks, finance companies, factors, lending agencies of the Federal Government, and others. Any part of a manufacturer's inventory, whether it be raw materials, semi-fabricated articles, or finished goods awaiting distribution, if properly segregated and supervised for purposes of pledge, may be considered good collateral on which to borrow money. Field warehousing is the facility which brings about this segregation and supervision.

The usual procedure in borrowing money on inventory is for the owner of the goods to arrange with his lender for a loan commitment which contemplates the pledge of his inventory as collateral to a loan, covering a given percentage, usually from 60% to 90%, of the borrower's investment in the inventory. The commitment usually includes an arrangement providing for withdrawal of the merchandise, or portions of it, upon payment in cash, through the use of trust receipts, or otherwise. It is not an uncommon practice, where merchandise is withdrawn from the warehouse for packaging and sale for the borrower, to give a trust receipt in payment of the withdrawn merchandise and liquidate the trust receipt within a relatively short period of time through delivery to the lender of bills of lading or assigned accounts receivable.

Once the credit commitment is arranged, the potential borrower enters into a field warehouse storage agreement with the field warehouse company, which provides for the installation and operation of the field warehouse. One advantage of borrowing money on this basis is that maturities somewhat longer than conventional commercial maturities usually can be arranged. In most instances, an inventory loan becomes self-liquidating through the withdrawal of merchandise. It has been found that this is par-



AN ENTIRE INVENTORY may be pledged as collateral. In these drawers and bins are highly valued electronics parts.

ticularly desirable in seasonal operations such as toy making, tobacco aging and curing, canning, etc. It is equally effective in those situations calling for accumulation of inventory for owner's use, such as in the case of a building contractor accumulating lumber and plumbing supplies, or for distribution as in the case of a manufacturer accumulating finished inventory in anticipation of carload shipments.

Another situation where field warehousing can be used to advantage is where a manufacturer is asked to deliver merchandise to a distributor on a consignment basis and the manufacturer feels that he needs greater protection. Where a manufacturer finds it desirable to have large quantities of his products in the hands of territorial distributors in order to meet competition, he can do so with complete safety through the use of field warehousing, even though his distributor may be weak financially. The bonded responsibility and the professional experience and integrity of the field warehouseman available to him through the establishment of a field warehouse on the premises of the distributor are his guarantee of protection. The nominal costs of such protection usually are borne by the distributor.

In some quarters there is a mistaken concept of field warehousing costs. It is usually cheaper to warehouse merchandise on the owner's own premises through the use of field warehousing than it is to store it in terminal warehouses, particularly when transportation and in and out costs are considered. Because of the specialized nature of field warehousing and the fact that field warehouse service at a given location must be adapted to the particular physical characteristics of that location and to the nature of the merchandise, definite costs of a given field warehousing operation can be determined only by a review of all of the facts. A physical inspection of the premises to be used usually is necessary in determining costs. It can be said, however, that field warehousing costs generally will run from $\frac{1}{2}\%$ per annum of the value of the merchandise stored to 2% per annum of such value. As values increase, costs become proportionately lower.

Significant to any potential borrower is the fact that money costs cannot be considered alone when determining whether to use field warehousing. The advantages that will accrue



TOBACCO HAS ALWAYS BEEN considered good collateral. This is cigarette tobacco being held for manufacture. Cigar and pipe tobacco also is frequently borrowed against.

to a borrower as a result of his being able to borrow on the security of his pledged inventory must be taken into account. The following concrete example illustrates such advantages: A firm with an average inventory of \$40,000 has annual sales of \$250,000. Its net profit before taxes is \$25,000 or 10% on volume. If, through the use of field warehousing to borrow money, it can increase its average inventory to \$50,000 and maintain its rate of turnover, its annual sales will be \$300,000, an increase of 20%. Overhead will not increase proportionately as sales increase and on the additional \$50,000 in sales, its net before taxes will more than likely approximate \$10,000 or 20%. With the 20% increase in sales, profits are increased 40%. Now carry the analysis still further. If, as the result of being able to borrow, the firm can put itself on a 2%-10 day cash discount basis where it previously was on a net basis and its purchases are fairly evenly spread at the rate of about \$20,000 a month, its cash discounts alone will amount to approximately \$5000 a year. Add to this the savings realizable on volume purchases, and the net before taxes will have increased from \$25,000 a year to well over \$40,000 a year, a gain of over 60%. If the firm's average outstanding loan should be as much as \$30,000 at 5%, its total money cost, including the cost of field warehousing, would be less than \$2400

a year. In other words, by spending \$2400 a year, the firm increased its profits by more than \$15,000 and placed itself on a cash discount basis, thus improving its credit standing in the trade, a definite two-way gain.

A steel fabricator, whose inventory normally averages about \$60,000, recently stated that had he known of field warehousing and had used it during the first nine months of 1945, he could have increased his profits by \$10,000 through cash and quantity discounts alone. This illustration is typical. Borrowers owning inventories worth several millions of dollars have attested similarly. It must be repeated, benefits and not money costs should be the prime consideration.

Field warehousing is an integral part of the financing program of many thousands of successful businesses. It is used equally in manufacturing and distribution and should be fully understood by every operator. Banks and finance companies generally are familiar with its uses and the majority of them are actively soliciting or are vitally interested in making loans secured by inventories covered by field warehouse receipts. Obviously, it is impossible in an article as short as this to go into great enough detail to indicate the applicability of field warehousing to each particular operation. It is suggested, however, that every businessman take such steps as are necessary to familiarize himself with the subject.



GOVERNOR BALDWIN addressing 2nd Annual New England Conference of National Tool and Die Manufacturers. On the Governor's left (l. to r.) Willard B. Rogers, Ralph E. Flanders,

Edgar C. Lundeberg, Richard F. Moore, Charles W. Neumann, and, at extreme right, Karl F. Berger.

Tool and Die Manufacturers Hold 2nd Annual New England Conference

SMALL business and its place in the nation's economy held the spotlight at the second annual New England Conference of the National Tool and Die Manufacturers conducted recently at the Hotel Bond in Hartford.

Three speakers of note, Governor Raymond E. Baldwin of Connecticut; Ralph E. Flanders, who has just retired as president of the Federal Reserve Bank of Boston, and Willard B. Rogers, chairman of the Connecticut Development Commission, were heard by scores of manufacturers who came from many parts of the East to attend the session.

Governor Baldwin ventured the guess that most of the tool and die manufacturers in the audience once were wage earners who took the step "or plunge" to become wage payers by establishing their own small businesses.

As employees, he said, they had some measure of security in that their employer had the responsibility of paying them for the work performed. Yet, probably few recognized just how much courage it took for them to give up the security of being job holders and adopt the venturesome role of becoming job makers, he added.

However, said the Governor, should "we ever lack enough men with that courage, the freedom of enterprise would be lost, and lost with it would be many of the other freedoms we cherish most dearly. For, when individuals will not assume responsibilities, government must," he warned.

"These men with courage, who create the new products, the new jobs and the new wealth," Governor Baldwin asserted, "deserve every help that is within government's province to give."

"But government must not hamstring our job makers by attempting

to control their production or over-regulate their business," he declared. "Government should be the servant, not the master."

Mr. Flanders said American business, American employment and the prosperity of the citizens of the country as a whole cannot be definitely assured under free enterprise unless there is a continuous birth of "healthy infants" in the country's business structure.

The nation cannot depend safely for an indefinite time on the expansion of old businesses alone, he maintained. The country needs new strength, energy and ability from below. It is a serious fact, he held, that the safety of big business and the whole way of life in these states depends upon little business.

The United States, in Mr. Flanders' opinion, depends on being so organized that new undertakings are born, grow and come to productive maturity. "If this possibility is not revived," he asserted, "we will become a nation completely in the control of big business and big labor with nothing between us and the struggle for power but big government endeavoring in a confused and quite ineffective way to hold the balance of power in a struggle which government is unfitted to enter upon except on a totalitarian basis."

Mr. Rogers leveled a blistering attack at Governor Thomas E. Dewey of New York because of the former's efforts to lure industry away from Connecticut and New England. The Development Commission chairman



PRINCIPAL SPEAKERS at Tool & Die Manufacturers Conference: (L. to r.) Ralph E. Flanders, recently retired president of the Federal Reserve Bank of Boston; Edgar C. Lundeberg, secretary, Lundeberg Eng. Co., Hartford, and secretary, Hartford Chapter, NTDMA; Richard F. Moore, president, Moore Special Tool Co., Bridgeport, and president, NTDMA.

(Continued on page 39)

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

THE ANNUAL DINNER of the Connecticut Development Commission at the Hotel Bond recently was told a strong American Merchant Marine cannot exist without the support of the government.

The speaker, Capt. Alfred G. Ford, USMS, head of the Fort Trumbull maritime service schools, warned that if the Merchant Marine is to play an effective role in world trade it must also be strengthened by more federal control and federal funds.

Lt. Comdr. Pearce C. Poyntz, commanding the airport at Groton, which has reverted to caretaker status, said Connecticut has a "great asset" in this field.

Atty. General William L. Hadden made a proposal that the state create a revolving fund to aid private contractors in building houses when building supplies become available.

Mr. Haddon said the housing problem could not be solved by a special session of the Legislature now under consideration.

Lt. Gov. Wilbert Snow, after calling for world citizenry, warned that "we must not repeat the pattern of 1919-1920.

"Kill off the unions, reduce them to nullity and you'll have a depression that will make the one of the 1930's look like peanuts," he maintained.

Mr. Hadden replied that if the present industrial strife continues the situation will be worse than the period mentioned by Lieutenant Governor Snow.

AS LABOR seeks security so also management wants security, "security from labor or government encroachment on its rights to manage," said Ellsworth S. Grant, vice-president of Allen Manufacturing Company, in an address at the second session of the Diocesan Institute of Labor held in St. Joseph's Community House, Hartford.

"The soundest approach to the prevention of strikes," he insisted, "is to improve constantly the relations between labor and management at the plant level. The contract," he declared, "should be respected by both parties as a statement of mutual intentions that is only as good as the spirit and manner in which it is daily interpreted and applied."

Terming labor "a power sometimes more arrogantly conscious of its ambitions than its responsibilities," he asserted that in the public eye labor as a whole stands on the same dangerous threshold that business itself fell from during the thirties.

"It is apparent," he said, "that its

heyday of laissez-faire without regard to the rights of others is due to be ended, not by self-imposed discipline, but by government regulation."

★ ★ ★

THE INTERSTATE COMMERCE Commission has postponed indefinitely the effective date of the new railroad freight rates provided in its unprecedented equalization order of May 15. The new rates were scheduled to go into effect January 1, after two previous postponements.

The proposed schedule provided a 10 per cent increase in the so-called "class rates" for the northeastern section of the country and a 10 per cent drop elsewhere except in the Far West.

★ ★ ★

AMERICAN HARDWARE CORPORATION of New Britain, the world's largest manufacturer of builders' hardware, has a new employee publication, the American Hardware News. Harold A. Barnacle, editor, presented the first copy to Charles P. Parsons, president of the concern.

The new 28-page publication is published monthly and is a reflection in type and picture form of the activities of employees and management of the five divisions of the Corbin industries, comprised of P. & F. Corbin, Corbin Cabinet Lock, Corbin Screw, Russell & Erwin, and American Hardware general offices.

★ ★ ★

CHARLES F. CHASE, former president and chairman of the board of the Berlin Construction Company, Inc., of Berlin, died recently in New Britain. He was born in Claremont, N. H., February 2, 1861.

In 1900, Mr. Chase, Daniel E. Bradley and George H. Sage, with Seymour N. Robinson of the Berlin Iron Bridge Company, formed the Berlin Construc-

ROBERTSON - Keep the Name in Mind

It's a name that stands for complete service in Folding Paper Box packaging—everything from original idea to the finished product.

Serving for many years a clientele which reads like a blue book of American industry, many invaluable lessons have been learned—lessons on how to package, strikingly, any product that can best be presented to the public in a Folding Paper Box.

ROBERTSON—keep the name in mind. Better yet, call us in now to help you get ready for competitive days to come.

ROBERTSON
PAPER BOX COMPANY
MONTVILLE, CONN.
NEW YORK OFFICE
420 LEXINGTON
AVENUE

COPPER BRAZING

CAN SAVE YOU MANY MACHINE OPERATIONS

CAN IMPROVE YOUR PRODUCT IN QUALITY

CAN CUT YOUR PRODUCTION COSTS

CAN SPEED UP YOUR PRODUCTION

EDW. E. RUSSELL CO.

WOODMONT, CONN.

Connecticut's Largest Copper Brazing Plant

tion Company. Mr. Chase became chief engineer and shortly afterwards a director. He held both of these positions until July, 1925, when he was named president. Upon his retirement in June, 1945, he was elected chairman of the board.

A graduate of Dartmouth and Thayer School of Engineering, he also had served as president of the New Britain Real Estate and Title Company and as president of the City Realty Company. He had been a director of New Britain National Bank.

★ ★ ★

A CITATION from the Office of Price Administration has been given to Stanley Tool of New Britain and its employees for its outstanding contribution to the "maintenance of essential transportation during the war." The plant was among 600 participating in the OPA organized transportation plan, only 64 of which were cited.

In addition to the employees, the citation lauds members of the transportation committee who were James B. Longacre, Wesley Knowles, Clifford Heisler and Russell Fritzon. It was presented to M. A. Coe, general manager.

★ ★ ★

WHITLOCK MANUFACTURING COMPANY stockholders voted recently to reorganize the company by increasing the outstanding preferred stock from \$100,000 to \$160,000.

The company's capitalization under the reorganization will be as follows:

Ten thousand shares of preferred, class A, par value, \$20, equal to \$200,000. Four thousand shares of preferred, class B, equal to \$100,000. Ten thousand shares of common, par value, \$25, equal to \$250,000. Total capitalization, \$550,000. Some 2,000 shares of new preferred will remain as unissued stock to be sold for not less than par whenever the company deems itself in need of additional working capital.

The meeting also approved establishment of a retirement plan for employees.

★ ★ ★

RICHARD C. BARRETT recently announced the opening of his Connecticut headquarters at 105 Luther Street, Bridgeport. He will engage in private practice as consulting engineer on Dielectric and Induction heating applications. He recently completed

DIES *by Parker*

COMPLETE FACILITIES FOR

DESIGNING : ENGINEERING : MAKING

STEEL MARKING DIES OF ALL KINDS

STEEL TYPE AND TYPE HOLDERS

INSERT MARKING ROLLER DIES

MECHANICAL ENGRAVING

DIE CASTING DIES FOR ZINC AND ALUMINUM

DIES FOR MOLDING PLASTIC PARTS

DIES FOR POWDER METALLURGY

DIES FOR EMBOSSING METAL

*Craftsmen
since 1871*

Send for Catalog



THE PARKER STAMP WORKS, INC.

"Where Precision Rules"

650 FRANKLIN AVENUE, HARTFORD 1, CONN.

an interesting application of Dielectric heating to the manufacture of brake linings for a Connecticut company and is now engineering high frequency brazing installations for another.

Mr. Barrett was formerly chief development engineer on high frequency heating equipment for the Industrial Electronics division of Raytheon Manufacturing Company, Waltham, Mass. Prior to that he was connected with the North American Philips Company at Dobbs Ferry, N. Y.

★ ★ ★

FRANCIS L. QUINLAN recently succeeded Fred Bannister as advertising manager of the Fafnir Bearing Company of New Britain. Mr. Bannister, who has been advertising manager since 1941, will join the staff of Iron Age, a trade magazine.

Mr. Quinlan, a graduate of St. Michael's College, was news manager of the New Britain office of the Hartford Courant before joining Fafnir in 1943 to do editing, publicity and advertising work. He is president of the Business Editors Club of Southern New England and a member of the executive committee of the National Council of Industrial Editors.

In his new work, Mr. Bannister will serve as New England representative of Iron Age, being associated with Dwight Warren of Hartford, New England manager. He is first vice-president of the Industrial Advertising and Marketing Council, western New England chapter of the N. I. A. A.

★ ★ ★

ALAN C. CURTISS, vice-president of the Scovill Manufacturing Company, recently announced the appointments of C. Kenneth Thornton as advertising manager and Frank L. Smith as co-ordinator of all publicity.

Mr. Thornton came to Scovill in 1945 from the Cuno Engineering Company. He is a graduate of Wesleyan University and is a director of the Hartford chapter of the National Industrial Advertising Association.

Mr. Smith is also a graduate of Wesleyan University and has been associated with the Scovill Company since 1941 as editor of the Bulletin which is being published weekly.

★ ★ ★

THE AMERICAN CHAIN AND CABLE Company of Bridgeport recently purchased the Certified Gauge

and Instrument Company of Long Island City, N. Y.

The former New York Company has been moved to Bridgeport where it forms a new division of the company. Key men, foremen and engineers have been brought to Bridgeport with the company. Its principal product will be a pressure gauge with a new patented phase called the Helicoid movement.

★ ★ ★

B. H. GILPIN, vice-president and general manager of the Chandler-Evans Corporation, recently announced the appointment of Richard M. Johnson to the position of assistant sales manager of the company.

Mr. Johnson joined the Chandler-Evans Corporation in 1942 and has successively held the posts of employment manager, production manager and assistant factory manager of the Dayton, Ohio plant, the activities of which have now been transferred to West Hartford. Chandler-Evans Corporation is a subsidiary of the Niles-Bement-Pond Company and is engaged in the manufacture of aircraft carburetors, fuel pumps, Protek Plugs and other aircraft accessories.

★ ★ ★

PERCY L. BODEN, 53, of Middle Haddam, president of the Mohawk Manufacturing Company, Middletown, died at his home recently.

Mr. Boden was a member of the Connecticut and the Middlesex County Manufacturers associations, the Middletown Rotary Club and Portland Lodge, IOOF.

★ ★ ★

W. PAUL EDDY, JR., former materials engineer, has been appointed chief of engineering operations at Pratt and Whitney Aircraft division of United Aircraft Corporation, General Manager W. P. Gwinn, announced recently.

He came to the engineering department of Pratt and Whitney Aircraft in 1944 after 15 years of materials work in the General Motors organization.

★ ★ ★

THE HARTFORD-EMPIRE COMPANY elected five new members to the Board of Directors at its annual meeting recently. They are: James H. Brewster, vice-president of the Aetna Life Insurance Company; John B.

INDUSTRIAL ADVERTISING

is the tough, coldly analytical science of creating and selling to industrial markets. There's no place for frills and pretty headlines; engineers want facts not floss. It's the business of *making every word and dollar bring concrete results*—by knowledge, not by guesswork or luck.

TECHNICAL KNOWLEDGE

is absolutely essential. You wouldn't keep a salesman who didn't understand your products; your advertisement is just as much a salesman, and the men who prepare it must be engineering-trained with broad technical knowledge to state facts accurately and clearly, the way the reader wants them.

CLEAR, CONCISE COPY

Whether an advertisement, catalog, or mailing piece, you're talking to technical men who demand that you "get to the point." It's the technical facts that sell industrial products—sledge-hammer, not featherduster, copy written in a clear, concise and logical manner is the scientific approach to industrial sales.

BROAD FACILITIES

With every facility to handle every phase of your work, the recognized industrial advertising agency in Southern Connecticut, with engineering-trained men specializing on industrial accounts, is

the
**PRODUCTS
RESEARCH**
company
STAMFORD, CONN

POSTWAR IS NOW

Are You Ready for the Keen Competition Ahead?

NOW, when you are utilizing every available facility for all out conversion to civilian production, it is not easy to find time to reestablish vital management controls necessary to maintain prewar profits.

Yet, if you are to be ready when civilian competition really begins, you must prepare now.

Many manufacturers are doing just that today by modernizing their management controls—Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Engineers.

For information and references, write

JOHN J. PLOCAR COMPANY

Singer Building, Stamford, Conn., Tel. Stamford 3-6815

Representatives in principal industrial areas

BUSINESS AND INDUSTRIAL MANAGEMENT CONSULTANTS

Boston Office

238 Park Square Building

PLOCAR ENGINEERS

Byrne, president of the Hartford Connecticut Trust Company; Roger M. Eldred, vice-president and general manager of the Hartford-Empire Company; Lucius F. Robinson, Jr., senior partner of the legal firm of Robinson and Cole; and Thomas W. Russell, of Allen, Russell and Allen, insurance. F. Goodwin Smith, president of the Hartford-Empire Company, serves with the new members.

With termination of government receivership, all assets of the company returned to its possession and control and its affairs are now under management of the board of directors, which is composed entirely of Hartford businessmen for the first time since its formation in 1912 for the development and manufacture of glass making equipment.

★ ★ ★

CHARLES L. CAMPBELL, president and director of the Connecticut Light and Power Company, has been elected a director of the Connecticut Mutual Life Insurance Company.

Mr. Campbell was born in St. John, New Brunswick and came to the United States in 1901. He has been engaged in the light and power business for many years and became vice-president of the Connecticut Light and Power Company in 1929 and president in 1937.

He is a trustee of the Hartford-Connecticut Trust Company, director of the Gray Manufacturing Company, member of the Governing Board of the National Industrial Conference Board, member of the Executive Committee of the Connecticut Chamber of Commerce, chairman of the Board of Trustees of the Connecticut Public Expenditure Council, trustee of the Tax Foundation, and member of the Executive Committee of the Citizens National Committee. Mr. Campbell is also a member of the Board of Trustees of the Connecticut Symphony Society.

★ ★ ★

FRANK W. COOKE, 76, of West Hartford, safety engineer of the Niles-Bement-Pond Company, Pratt and Whitney division, died at his home recently.

Mr. Cooke was born in Amherst, Mass., Dec. 28, 1869, and has been in the employ of Niles-Bement-Pond since 1935. He was the personnel director until two years ago when he became safety engineer. He also had charge of welfare work for the company.

Mr. Cooke was a charter member of the American Society of Automotive Engineers; a member of Hartford Lodge, No. 88, AF&AM; Pythagoras chapter, No. 17, RAM; Wolcott Council; Washington Commandry, Knights Templar, and Sphinx Temple Shrine. He was a 32nd degree Mason.

★ ★ ★

NEW HAVEN COUNTY led the state in the number of new factories registered with the State Labor Department during the last half of 1945, according to an announcement by Labor Commissioner John J. Egan.

Of the 237 new plants registered with the department during that period, 75 were located in New Haven County, 57 in Fairfield, 55 in Hartford, Litchfield 8, Middlesex 16, New London 21, Tolland 2 and Windham 3.

These figures indicate an all-over increase of 68% over the same period in 1944, with the garment industry showing a growth of seven times the number of plants and two and one-half times the number of employees.

The 237 new plants listed a total employment of 3,965, a 21% increase over the 3,278 workers employed in new industry during the last six months of 1944.

★ ★ ★

FORBES SARGENT, president of Sargent & Company, New Haven hardware manufacturers, has announced the appointment of two new vice-presidents: Herman R. Geise and Henry T. Bourne.

Mr. Geise has been works manager of the plant since October, 1942, and Mr. Bourne was appointed general sales manager in October, 1945. Both of the new vice-presidents will continue to retain their present functions.

★ ★ ★

BRIDGEPORT'S Common Council has approved an application of the Singer Sewing Machine Company to purchase a portion of Brooks Street, in connection with the company's proposed expansion program.

N. H. Hoyt, works manager of the firm's Bridgeport plant, revealed that the erection of a new \$100,000 building is planned, which will be connected with the present five story building now located south of Barnum Avenue and east of East Main Street.

PROPER PACKAGING INSURES MERCHANDISE PROTECTION

Yes—we package your merchandise for domestic or export handling, but not only that, go further too.—Our special processing with rust preventives by dipping, spraying, cleaning, wax dip, foil bag dip or dehydration assures perfect arrival at any destination.

PHONE 4000

THE **S & W** COMPANY

OAKLAND ST., AT TOLLAND TURNPIKE
MANCHESTER, CONN.

INDUCTION — DIELECTRIC HEATING

PROBLEMS ?

SPECIALIZING IN THE
PRACTICAL APPLICATION
OF HIGH FREQUENCY
ELECTRONIC HEATING.

•

RICHARD C. BARRETT
CONSULTING ELECTRONIC
ENGINEER

105 LUTHER ST.
BRIDGEPORT, CONN.

PHONE:
5-9506

Methods Engineering

Study operations and equipment to eliminate:

- Wasted motion
- Poorly designed, inadequate tools
- Bad working conditions
- Unplanned procedures

**BIGELOW, KENT, WILLARD
& COMPANY**

MANAGEMENT ENGINEERS

BOSTON

NEW YORK

AT A MEETING of the board of directors of The Taylor & Greenough Company, held January 19, Ray W. Bidwell was elected vice-president and a director.

Other officers re-elected at the same meeting are: F. M. Taylor, president; W. R. Greenough, secretary and treasurer; and W. E. McGann, assistant treasurer.

The Taylor & Greenough Company specializes in planning and producing sales printing and this year is observing its 35th anniversary.

Mr. Bidwell has been connected with the advertising and graphic arts industry in Hartford for the past ten years. Previous to his association with Taylor & Greenough he was employed as sales promotion manager by the Allen Manufacturing Co. He is a graduate of Wesleyan University and resides in Andover, Conn.

★ ★ ★

GRAHAM R. TREADWAY, former assistant vice-president of the Hartford-Connecticut Trust Company, and recently discharged from the Navy, has been appointed vice-president and sales manager of the Horton Manufacturing Company of Bristol.

Before his navy assignment, Mr. Treadway had been associated with the bank since 1930.

★ ★ ★

ACCORDING TO A RECENT announcement by H. J. Cody of the Railway Express agency, local shippers may now take advantage of the international air express and air freight

service which combines the facilities of that agency and the American Airlines System.

Mr. Cody revealed that a through, two-way service from 23,000 air and rail express points in the United States to all cities on the American foreign and overseas routes is now available, and that this service is also included in the 13% rate reduction now in effect.

Under the newly inaugurated arrangement, insurance shippers' letters of instruction, inbound handling and customs clearance will be provided in addition to the regular pick-up and delivery service of the agency.

★ ★ ★

THE IMPORTANCE of accelerated advertising activity in industry designed to "proclaim the honesty of American Business and the worthiness of its purpose" was stressed at the Seventh New England Sales Management Conference held at the Hotel Statler in Boston recently.

Industry representatives from all parts of the nation participated in the conference and heard addresses by many of the nation's best-known industrialists.

Charles Luckman, executive vice-president of Lever Brothers, told the group that advertising must sell not only individual products, but the entire American system of individual enterprise. "Advertising can surely influence public opinion in behalf of the American way of life, Mr. Luckman said, pointing out that the American commercial system must now experi-

ence a rehabilitation period in the eyes of the American Public.

Dr. H. H. Maynard, professor of marketing at Ohio State University, emphasized that industry's reconversion problems present a challenge to sales management which must be met by new levels of sales efficiency.

"Increased severity of competition seems to be certain in most lines . . .," Mr. Maynard said. "The premium will be placed on knowledge of selling costs and utilization of the newer techniques of sales management."

★ ★ ★

MICHAEL HAWIE, president and treasurer of The Hawie Manufacturing Company, Bridgeport corset manufacturers, died recently at his home in that city.

Mr. Hawie was born in Lebanon, and in 1893 he founded the present firm in New York. The operation was moved to Bridgeport in 1906.

★ ★ ★

A NEW PRODUCT, "Ethone Enamel Stripper S-300" for the removal of synthetic enamels and other types of organic coatings, has been developed by the Enthone Company in New Haven.

The firm has revealed that the new stripper may be effectively used at full strength at room temperature or diluted with water and heated to a temperature of 150 to 180 degrees.

★ ★ ★

THE RAYBESTOS DIVISION of Raybestos-Manhattan, Inc., of Bridgeport, has recently taken its first post-

Nothing Takes the Place of **EXPERIENCE**

Over One Hundred Satisfied Clients In New England Since 1931

The **WORDEN COMPANY**

MANAGEMENT ENGINEERS

STATLER BUILDING

BOSTON, MASSACHUSETTS

References on request

war step in its employee-education program with the publication of the booklet, "Everybody Wins When You Do Your Job Well."

The booklet, which was distributed to all employees, depicted the Wheel of Business Fortune and pointed out to workers their potential advantages to be derived from good workmanship.

The company has also published a revised version of its "Welcome" folder for visiting salesmen which was introduced several years ago. The new edition has been reduced to pocket size, and contains illustrations of products currently being produced.

★ ★ ★

WILLIAM B. VINCENT, assistant treasurer and office manager of the Marlin Rockwell Corporation in Plainville, died on January 5. Mr. Vincent had served the company for about 25 years and, as a resident of Plainville for 23 years, was active in fraternal organizations, including the Brock Barnes Post, American Legion.

★ ★ ★

A NEW BRANCH sales office of the Reconstruction Finance Corporation has been opened at 436 Capitol Avenue in Hartford. The office will be staffed by salesmen and technicians who are familiar with RFC inventories throughout the country, and its operations are designed to expedite the purchase of surplus machine tools and plant equipment.

The Hartford location was chosen by the agency, according to its Regional Manager, John J. Haggerty, because of its proximity to RFC warehouse disposal centers at East Springfield, West Springfield and Holyoke.

★ ★ ★

THOMAS DEWHURST, treasurer of the Arrow Tool Company of Hartford, was killed recently when he fell 30 feet to the bottom of an elevator shaft in the Myrick Building on Worthington Street in Springfield.

Before becoming associated with the Arrow Tool Company three years ago, Mr. Dewhurst was employed by Pratt & Whitney Division and the Pacific Mills Company of Lawrence.

He was a graduate of the Lowell Textile Institute and Northeastern University.

★ ★ ★

ARCHIBALD WILLIAMS of Bristol has been named director of indus-

Norman E. Miller & Associates

Engineers to Industry

PRODUCT DESIGN

FIXTURE DESIGN

PROCESS PLANNING

PLANT LAYOUT

TOOL DESIGN

MACHINE DESIGN

PRODUCTION ANALYSIS

Members: A. S. M. E., A. S. T. E., S. A. E., A. S. M., I. A. S., S. M. E., Engineering Society of Detroit, Army Ordnance Ass'n, National Aeronautic Ass'n, Michigan Engineering Society, Listed in "Who's Who in Engineering."

10 North Main St., West Hartford 7, Conn. — Phone 3-4207

Leaders in Our Line

... BECAUSE WE SPECIALIZE!

"Engineered" Drinking Water

Service for Industry on

our "Rental Equity" Plan

Featuring Famous

GENERAL ELECTRIC

WATER COOLERS



THOMPSON Water Cooler COMPANY

NEW HAVEN 7-0115

24 Hour Maintenance Service Throughout New England

BOSTON PORTLAND BRIDGEPORT WORCESTER NEW HAVEN
WATERBURY SPRINGFIELD HARTFORD PROVIDENCE

Services At Your Door

THE HENRY SOUTHER ENGINEERING CO.

Engineering & Chemical
Service

Research Facilities for
Industry

Hartford,

Conn.

WOODWORK

C. H. DRESSER & SON, INC.

*Factory—Cabinet—Special Wood
work of All Kinds*

287 Sheldon St.

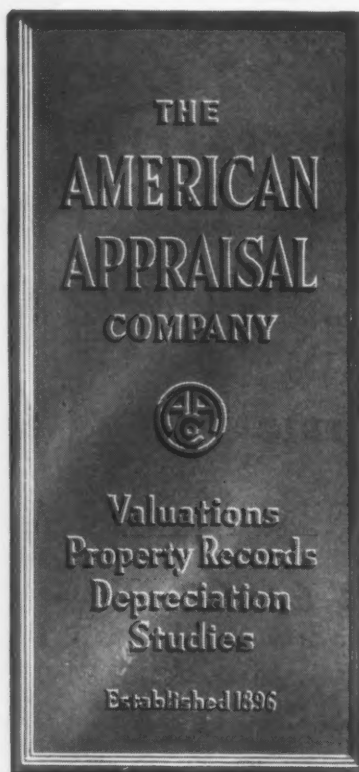
Hartford

CHEMICALS

We are the only distributor in
Connecticut carrying a complete
line of heavy and reagent chemi-
cals. Call us for immediate de-
livery at no extra cost.

APOTHECARIES HALL CO.

Established 1849
Waterbury, Connecticut



trial engineering for the American Hardware Corporation, it has been announced by the firm's president, Charles B. Parsons.

Mr. Williams' new duties with the firm will be the direction of all phases of industrial engineering. He brings with him a valued background of engineering experience, having graduated from the Massachusetts Institute of Technology and served as a member of the faculty of that institution.

He has been associated with the Bethlehem Steel Corporation, Hood Rubber Company and the Haydon Manufacturing Company. During the war Mr. Williams was an instructor at Northeastern University and Hillyer Junior College.

★ ★ ★

JAMES R. LOGAN, vice-president and general manager of the Allied Control Valve Company, Inc., has announced the firm's purchase of the Norwalk Valve Company, Railroad Avenue, Norwalk.

The Norwalk plant will continue to operate under its present name as a subsidiary of Allied Valve.

★ ★ ★

A CONTRACT for the erection of a new two-story addition to the Stanley Chemical Company plant has been awarded to Hasson and Downes of New Britain, it was recently announced by the chemical company's president, William J. Kerin.

The firm's expansion program is designed to effect a more economical arrangement of the plant's production facilities.

★ ★ ★

AT A RECENT annual meeting of the Connecticut Economic Council, Howell Cheney of Hartford was elected president of the group to succeed Mitchell S. Little, president of the M. S. Little Manufacturing Company.

Samuel M. Stone, chairman of the Board of Directors of Colt's Patent Fire Arms Manufacturing Company, was elected secretary.

★ ★ ★

LOUIS HOPKINS PORTER, general counsel and a director of the Yale & Towne Manufacturing Company since 1906, died at his home in Stamford recently.

An eminent legal authority in corporation law, Mr. Porter was gradu-

ated from Yale with the Bachelor of Arts degree, in 1896. He formed his own law firm, Porter & Taylor, of New York, in 1921.

He was especially renowned for his activities in the field of taxation, trademark rights and trade association.

★ ★ ★

IN THE BUSY industrial center of Evansville, Indiana, the labor unions are proudly announcing that peacetime production is thriving without threats of strikes and walk-outs.

The city's business men have lauded the Central Labor Union and its president, John G. Soucie, on the advertising activities sponsored by the union, designed to invite new industries to the city. The union's explanation: "We want jobs for Evansville workers and we think good faith in our dealings with management is the way to get them."

★ ★ ★

AT A MEETING of the Board of Directors of Dilks, Incorporated, held at the offices of the Company at 520 West Ave., Norwalk, Friday, February 1st, 1946, Thomas A. Collins was elected President and Treasurer. He takes the place of the late Charles F. Dilks. Other officers elected were Raymond I. Myers, Vice-President, and Mrs. Lucy C. Tammany, Secretary. Max Raskin was appointed Assistant Treasurer and Mrs. M. Louise Weber, Assistant Secretary.

Dilks, Inc., manufacture High Power Public Address Systems as well as Super-Aire Speakers distributed by the General Electric Company. They also have an Electronics Department in which they manufacture a line of electrical testing equipment.

★ ★ ★

MR. MARTIN A. CATTANEO, Assistant Vice President of the Southern New England Telephone Company, New Haven, has been appointed a member of the Industrial Relations Committee of the Association to fill the vacancy caused by the resignation of Mr. Charles W. Bowman, Employment Manager of the Southern New England Telephone Company.

★ ★ ★

WILLIAM A. PURTELL, President, Treasurer and General Manager of the Holo-Krome Screw Corporation, was the principal speaker at the Middlesex County Manufacturers Association meeting held at the Edgewood Coun-

resident,
r of the
on, was
Middlesex
society
d Coun-

"Last Thursday evening in his address to the people of this nation President Truman said, 'I am deeply concerned.' To me that is an optimistic note because the recognition of the problem constitutes the first step in a solution. The administration now in charge of our national policies has discarded the plain, fundamental laws of economics, the experience taught by history, and most of the teachings of the great spiritual leaders of the ages. We have attempted to legislate morals,

MATERIAL:	LINEAR DIM: 0.00
SPECIFICATIONS:	ANGLES: $\pm 1^\circ$
STOCK:	DATE: DRWN: CKD:
TREATMENT:	INCHES: E. VS. J. M. D.

James Pickands II
87 Orange St., New Haven 10, Conn.

**ELECTRICAL AND ELECTRONIC
CONSULTING ENGINEERING**

*Industrial automatic controls
designed and serviced*

*Test equipment custom-built
to meet your needs*

J. D. McNEAL

Short Beach, Connecticut
Branchford 215-12

Manufacturers of

FIRE BRICK

**IN ANY SHAPE
OR QUALITY DESIRED**



**THE
HOWARD COMPANY**

**250 BOULEVARD
NEW HAVEN, CONN.
TEL. 7-2040**

We specialize in . . .

**GROUND THREADS
GROUND GEAR TEETH
GROUND SPLINES
GROUND CAMS
BROACHING**

For full details write:

**The Hartford Special Machinery Co.
Hartford, Conn.**

to legislate prosperity, and even to legislate the inscrutable law of supply and demand.

"We have been through two great wars. On the battlefields we have been victorious in both, and to that end our social and economic life has cheerfully accepted rules, regulations, edicts, many of which were strangers to the rights guaranteed under the Constitution. These have been accepted as expedients in times of great stress. The expedient thing is not necessarily the right thing, and it is the duty of our citizens for each one of us to assist in our humble way in determining the right course for this nation.

"The President in his speech has outlined certain additional pieces of legislation, which he and his advisors believe will solve our national problems. You may or may not agree with that program. Personally, I disagree with most of it and I have so informed our Representatives and Senators in Congress. I respectfully suggest that you as business men study these proposals and express your personal views to your Congressmen and Senators at once."

Mr. Bodine took office on January 1 as a director of The Manufacturers Association of Connecticut.

**Is Your Operating
Philosophy Keyed To
Public Demand?**

(Continued from page 7)

A little humility on our part right now will probably lead us to conclude we don't know nearly as much about the manufacture of human satisfactions as we do about availability, price, and quality.

And the astonishing revolutionary fact is that we move into an age in which public attitudes based on satisfactions can make or break us. As competitors we've got to admit, however sadly, that often that blankety blank X Company can do something as well as we can. We will never stop trying to perform the traditional tasks better than they've been performed before. But, the time has come to apply a part of our brains and energy in the production of human satisfactions.

The People Are Smart

The American people are smarter than they were 25 years ago. The ten

million young men and women coming back from the wars are smarter than when they went in—smarter and more articulate. They have an embarrassingly high level of curiosity. They ask questions about the economic system to which they are returning and which is under assault the world around. When they reach their answers, these young people will shape this society in accordance with the molds of their thinking. Other millions of Americans are looking to labor leaders for their guidance, not only for better pay, and improved working standards, but for their attitudes about profit, politics, international affairs. Organized consumer study groups, congressional debates on business practices, academic research, our own self-criticism have all contributed to this unrest.

I raise these points, not to ring the alarm bells or to sound the siren, but in an effort to say that America has become great precisely through this kind of intellectual ferment. More than any other nation, ours has been discontented with things as they are. We'll know why partly through re-reading some of our own advertising.

A Yen to Survive

We've tried thus far to give a few reasons why people are asking questions about us, what some of these questions are. Now, what do we do about them? I don't mean industry generally. I mean us—you and me in our own particular business. How do we persuade our own neighbors that we are interested in them not only as the buyer of our goods but as citizens of our community? How do we move into the business of producing and selling "social forms" and satisfactions to mold public attitudes that will sustain us? It isn't a question based on our desire to do good. It comes from a yen to survive.

To revert again to the Chinese, there is a time to go fishing and a time to dry the nets. We must decide at this point whether we wish to proceed into a labyrinth of public relations paraphernalia, and endless discussion of techniques by which we achieve good community, stockholder, employee, dealer, supplier, press—and an infinite number of other—relationships, or whether we have sold ourselves firmly on the necessity of using any technique to manufacture a genuine satisfaction.

Before exploring this second path, I would like to tell one story of a com-

munity relations project based on one of the oldest and soundest ways known of striking a responsive chord in men's breasts—that is, saying simply and directly, "I need help, boys."

Business usually manages to act so damnably self-sufficient that people conclude, "Well, that company doesn't need any friends." You won't attract cronies unless they feel you need them. To get on with my story, this company was building a new plant in a small midwestern town of about 2,100 people. When completed the plant would give year-round employment to about 150 men and provide a good market for the produce of thousands of acres of surrounding land. The town had a stake in that plant. Winter was coming on before the concrete could be poured, and war labor shortages jeopardized the whole construction. The management cried for help. The big company, the colossus, the kind of company about which its enemies are fond of saying it "drains the wealth out of our town," etc., etc., asked for help.

The People Helped

And it came. The doctors, preachers, judges, lawyers, filling station operators, two funeral parlor directors, three bankers, the dry goods store proprietor, the school superintendent, two pool hall owners—the town's male population, in fact, went to work in below-freezing weather on twelve hour shifts to pour concrete and to keep fires going around the forms.

Something happened to that town as a result. From a decaying little village, the population came alive as though their eyes had really seen the glory of the marching of the Lord. The interests of the company and the townsfolk had become literally fused into a glowing enthusiasm.

The climax came with opening day. The company invited a Governor, the president of the State College, head of the State Farm Bureau, railroad presidents, and all the dignitaries available to inspect facilities. The community gave a dinner in the school gymnasium. Manual training students had cut foot-high letters from plywood and posted names of the company's products all over the auditorium, with lights behind them. Every main street business had its windows piled high with this company's products. There was literally 1,000 pounds of a well-known flour in the bay window of the funeral parlor, and ten cases of breakfast food

shining from the pool hall. The two banks were piled high with flour.

Ten thousand flags welcomed the company, and when the local manager presented the community with a plaque with the names of those citizens who had poured concrete when a friend in need was a friend indeed, the local Baptist preacher could contain himself no longer. He stood up and prayed a mighty prayer of Thanksgiving that men could live as brothers, and wound up by saying, "In conclusion, God, we thank Thee that Thou hast brought the finest and greatest corporation in the World, the X Company, to us in Prairie City."

Well, that company and the rest of us may never reach such a peak in good community relations again, but we can help achieve our own peaks by never thinking "These people need me," and always thinking, "I need these people." It's possible to be right the first way; no one was ever wrong the second.

But now to return to a little question and answer business about the mental attitudes necessary before any public relations program can succeed. Industry is full of seasoned operators; we know all about how to make goods available at a price and quality that will sell. We have also risen to positions of considerable accountability as citizens in our own communities, and therefore, presumably, recognize how vital a sound public relations program is to maintenance of jobs and profits five or 25 years from now.

QUESTION 1

Or do we? A first requirement for demonstrating open-mindedness to others is an honest demonstration to oneself. Therefore, I ask again, do we? Let's test our reactions. Do we agree that private ownership and operation of industry has lost the affections and loyalties of millions of Americans? If the answer to that is yes, why is it yes? Is it because we have failed to consider people as anything but buyers of our goods? Are we doing anything on our own initiative to manufacture new satisfactions as well as goods?

QUESTION 2

Do we as businessmen remember that capitalism, free speech, freedom of worship, democracy itself, are part and parcel of the same way of life?

Do we remember this, and do we believe it?

For if we believe that freedoms cannot be divided, some tossed away while

BIGELOW BOILERS

WATER TUBE
FIRE TUBE

WELDED
OR
RIVETED



The
BIGELOW COMPANY
NEW HAVEN 3, CONN.

STEEL Shop Stools IN STOCK

Immediate Delivery

- Wood Furniture
- Storage Cabinets
- Transfer Cases
- Chairs & Desks

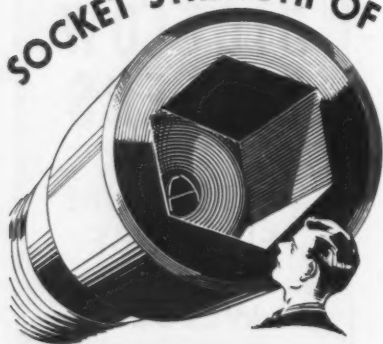
Complete Executive Furniture

by

Doten — Dunton

BARNEY'S
450 FRONT STREET
HARTFORD 5, CONN.
7-8129

Look into the
SOCKET STRENGTH OF



ALLEN

PRESSUR-FORMED

SOCKET HEAD CAP SCREWS

Note the true, sharp outlines of socket walls,—so accurately shaped that the hexagon key bears evenly and equally on all surfaces. So the key snugly "bottoms" in the hole; no rocking, no wrench-play.

Could you see through into the metal structure you would find that the steel-fibres conform to the shape of the head. Formerly and by other processes, the steel-fibres were cut under the head, weakening the socket-head at the very focus of torsional and right-angle strain.

Could you see microscopically, you would also perceive that the ends of the steel-fibres turn in toward the socket. These butt-ends impose still more resistance to key pressure.

Add to these features for powerful set-ups the **HOLDING-POWER** of precision *pressur-formed* threads, accurate to a high Class 3 fit. . . Then call your local Allen Distributor who has the *only* line of socket screws that incorporates all these strong-points.

THE ALLEN MFG. COMPANY
 HARTFORD, CONNECTICUT, U. S. A.

we keep others of our choice, then we believe that freedom of speech, freedom of religion and other basic freedoms can survive *only* with survival of capitalism. Those of us who believe in capitalism have an identical stake in survival of other individual freedoms and *satisfactions* that belong to a democratic citizenship.

QUESTION 3

Are we willing to be the real radicals of the age in the truest sense of the word? Through history it has always been more radical to improve man's standards of living through actual production and distribution of new goods and satisfactions than it has been simply to share and distribute what already existed.

If we can say yes to that question, we come to the nub of business philosophy upon which we in industry must act: In short, to regain the affections and loyalties we have lost, we must again proclaim and restore business to be the positive aggressive expanding social force it once was, possessed of the most unswerving purpose of bringing more goods and more satisfactions to more people than any other system is capable of doing.

How we in business ever allowed the socialists to walk off with the slogan "the greatest good to the greatest number" is an unanswered mystery to me. How we in business ever allowed the political collectivist, the labor leader, the professional reformer to convince the public that they alone stood for vision, progress, and social advancement while business became almost Public Enemy No. 1 is not only a mystery—it is a tragedy capable of bringing in its train the absolute loss of individual rights which these self-appointed Messiahs profess to defend.

The Practical Men

We in business, because we must consider means to ends, as well as the ends themselves, have allowed men without responsibility to convince us that they and they alone are competent to set up the great goals for the American people. We are the practical men, to be sure. Our concern is with production, research, improved distribution. For years we have gathered together to discuss these things. It has become almost bad form, a violation of old-school tradition for one of us to talk social progress. When one of our business friends does so, if he is one who has earned our respect by solid

industrial accomplishment, we wink at each other and are inclined to tolerate such ideas as a quirk of otherwise unblemished character.

As a result, we have lost nothing much—nothing but the people.

It is time for us in industry to recognize the radical nature of our proposal to increase standards of living through production and improved distribution. It is time for us to move up front, to leave the defensive forever, to speak positively and aggressively in the arenas in which public opinion is formed. We are not opposed to increased wages. We would increase them 100 per cent as soon as they can be earned. We are not against shorter hours. We are for more goods and more satisfactions. Out of the sale of goods come profits. Out of mass satisfaction comes stability.

Re-defining Our Terms

The time has come to re-define a few terms. We in business, the radicals, propose to expand the living standards of the American people through competitive production and distribution. The real adventurer in America today is the businessman trying to run a successful, ethical productive company. The cowards are fluttering to collectivism. The brave men, the radicals, are in business against odds.

If we believe this ourselves, act positively upon it, then we can begin through the public relations process to regroup around ourselves the affections and loyalties of people who have come to believe that we have lost the vision, people who yearn for courageous leadership.

Do we believe this? If we do, then perhaps we can begin to understand the meaning of public relations: *it is an operating philosophy by which worthy economic institutions can re-integrate themselves into the basic aspirations of the people of this country.*

The People Decide

We have sought for a long time to convince the people that what we offer *them* is right and good. But the people is greater than any of us and greater than any economic doctrine we may try to sell them. Let us, in our own hearts and minds, dedicate our efforts to meet the physical and the spiritual needs of the people—through goods which we make so well and through satisfactions in which we need some training.

★ Final Summary of Army-Navy "E" Awards ★

(Continued from page 9)

New Haven Screw Machine Products, New Haven	2	Stamford Rolling Mills Co., Springdale	4	United Aircraft Corp., Pratt & Whitney Aircraft Division, Hartford Plant, Hartford	5
North & Judd Manufacturing Co., New Britain	Stanley Works, American Tube & Stamping Division, Bridgeport	3	United Aircraft Corp., Pratt & Whitney Aircraft Division, Southington Plant N, Southington	3
Norwalk Co., Inc., South Norwalk	4	Stanley Works, Main Plant, New Britain	3	United Aircraft Corp., Pratt & Whitney Aircraft Division, Willimantic Plant L, Willimantic	4
Parke, Davis & Co., The Bay Division, Bridgeport	1	Stanley Works, Stanley Tools Division, New Britain	1	United Elastic Corp., West Haven (Also United Elastic Corp., Easthampton, Mass.)	4
Parke, Davis & Co., The Bay Division, Versailles	1	Sterling Engineering Co., Barkhamsted	2	United States Finishing Co., Norwich Plant, Norwich	2
Perkin-Elmer Corp., Glenbrook	4	The Henry G. Thompson & Son Co., New Haven	United States Finishing Co., Sterling Branch, Sterling
Pioneer Parachute Co., Inc., Manchester	3	Underwood Corporation, Bridgeport Plant, Bridgeport	2	United States Rubber Co., Naugatuck Chemical Division, Naugatuck	2
Pitney-Bowes, Inc., Stamford	3	Underwood Corporation, Hartford Plant, Hartford	United States Rubber Co., Naugatuck Footwear Plant, Naugatuck	1
Plastic Wire & Cable Corp., Norwich	Union Hardware Co., Torrington	United States Time Corp., Waterbury	1
Pratt & Whitney, Division of Niles-Bement-Pond Co., West Hartford	4	United Aircraft Corp., Chance Vought Aircraft Division, Fairfield Avenue Plant, Hollister Ave. Plant and South Ave. Plant, Bridgeport	3	Uxbridge Worsted Co., Putnam Woolen Corp., Putnam	4
Raybestos-Manhattan, Inc., Raybestos Division, Bridgeport	3	United Aircraft Corp., Chance Vought Aircraft Division, Main Street Plant, Stratford	3	Veeder-Root, Inc., Hartford	3
Remington Arms Co., Inc., Main Plant, Bridgeport	2	United Aircraft Corp., Hamilton Standard Propellers Division, East Hartford Plant, East Hartford	5	Verplex Co., Essex
M. H. Rhodes, Inc., Hartford	2	United Aircraft Corp., Hamilton Standard Propellers Division, Norwich Plant, Norwich	4	Waterbury Farrel Foundry and Machine Company, Waterbury	4
The Risdon Manufacturing Co., Naugatuck	3	United Aircraft Corp., Hamilton Standard Propellers Division, Westerly Plant, Pawcatuck	Wauregan Mills, Inc., Wauregan	4
Rockbestos Products Corp., Plants 1 and 2, New Haven	3	United Aircraft Corp., Pratt & Whitney Aircraft Division, Buckland Plant, Buckland	5	Whitney Blake Co., Hamden, New Haven	3
Russell Manufacturing Co., Middletown	3	United Aircraft Corp., Pratt & Whitney Aircraft Division, East Hartford Plant, East Hartford	5	Wiremold Co., West Hartford	3
Safety Car Heating & Lighting Co., Inc., New Haven	4			Wire Rope Corp. of America, New Haven	1
Scovill Manufacturing Co., Waterbury	4			T. H. Wood Co., Inc., South Coventry
Seamless Rubber Co., New Haven	4			Yale & Towne Manufacturing Co., Stamford Division, Stamford	2
Seymour Products Co., Seymour	3				
The Sight Light Corp., Deep River	4				
Singer Manufacturing Co., Bridgeport Plant, Bridgeport	4				
The Snow-Nabstedt Gear Corp., Hamden	5				

**Advertising
IDEAS for
Manufacturers**
 PLANS · COPY
 LAYOUT from
 start to finish
 TELEPHONE 2-2823

RECONVERSION—A new word that has crept into use but not as yet into the dictionary. We all know what it means however. Connecticut manufacturers who put the same drive into it that they did into conversion from peacetime to wartime production know too that the key weapon is Advertising. Used in any one of its many forms it will lead to successful and profitable business. The time to Plan is now.

MANTERNACH, Inc.
 172 HIGH STREET • HARTFORD, CONN.



FEDERAL LEGISLATION

C. L. EYANSON
Secretary

PRINCIPAL difficulty in getting together a column on Federal Legislation for use in a monthly publication is that while it may be live timber when it was written, it is likely to be dead before it meets the public eye; for while Congress is not known for the speed of its actions, it is at the moment doing the unexpected more often than at any other period during the past 13 or 14 years.

In the Roosevelt Administration guesses as to the passage of any particular type of legislation could be made with fair accuracy for the crack of the whip as it came out of the White House was loud. Now the

cracker is a bit frayed and the arm that wields it a little weak. The honeymoon is over. Congress is agreed that 1946 is the "year of decision" and many of its members are going their individual ways. Significant is the statement made by Senator Walter George (D) of Georgia, chairman of the important Senate Finance Committee in reference to FEPC legislation: "If the President of the United States has nothing more important to submit to the American people in a time of industrial crisis, when the very life of this nation is at stake, then I must say to the President of the United States that I shall follow the

best course my judgment leads me to follow. . . . If this is all that Harry Truman has to offer, God help the Democratic party in 1946 and 1948." Of course, Senator George is an independent thinker and has been such from the time he first went to Congress and throughout the Roosevelt Administration. In a good many respects we like his thinking and we had an excellent opportunity to see the workings of his mind during the long months when we sat in the same room with him in connection with the framing of the Tariff Act which is now on the statute books.

So with all the uncertainty which exists, we dare not on January 25 write of most of the legislation which is now pending. However there isn't much of a chance that the administrative law bill (S. 7) will be in the grinders before this is published; therefore we'll talk about that. The bill was introduced by Senator McCarran (D) of Nevada in the Senate and in the House by Representative Sumner (D) of Texas where it has the designation of H. R. 4941. If the bill is enacted in its present form, it will not meet all of the aims of the original sponsors of an Administration Procedures Act. It is not a specification of the details of procedure nor a codification of administrative law. It is intended to be merely an outline of the main basic essentials.

Under the provisions of Section 3, the public will have available to it a source of ready information from which it can ascertain its rights and obligations and how they are to be protected or discharged. Under present procedure administrative law has become more important than statutory law and with its vagueness and its bureaucratic application, it has been a real menace to basic constitutional prerogatives.

Under the bill for the first time there will be available to the public a full description of administrative agencies and their organization. For the first time there will be available reliable information as to the places and methods whereby the public may secure information and cause agency action of various kinds to be initiated.

A pattern of adjudicative procedure is laid down in the bill to govern administrative agencies as they are not now governed. Matters properly within the discretion of the agency are exempt and if either formal or informal proceedings are required then

(Continued on page 34)

FREE SERVICE TO INDUSTRY

We invite inquiries on

Qualified Men

for

Executive, supervisory,

technical and other

specialized positions.

SPECIALIZED PERSONNEL REGISTRY, INC.

H. P. Treuenfels, Gen. Mgr.

15 Lewis Street

Tel. 2-6709

Hartford 3, Conn.



INDUSTRIAL DEVELOPMENT

By L. M. BINGHAM,
Editor and Director of Development

BECAUSE OF THE NECESSITY of so many companies to enter new markets in order to expand sales of their products, the cost of entering those markets becomes a highly important consideration. Since unprofitable expansion of market coverage would benefit no one in the long run, distribution must be both efficient and economical if sales objectives are to be achieved. While there are many more detailed studies available concerning market research, a good introduction to the subject of market expansion is contained in a brief brochure entitled "The Cost of Entering New Markets" prepared by E. R. Hawkins, Chief of the Distribution Cost Unit of the Department of Commerce. Fortunately, too, this brief study is available without charge by writing to the Distribution Cost Unit of the Bureau of Foreign and Domestic Commerce, Department of Commerce, Washington, D. C., or to any field office of the Department of Commerce which includes the Cooperative Office of the Bureau at the Association headquarters, 436 Capitol Avenue, Hartford.

★ ★ ★

WE HAVE LEARNED recently that the purchasing agent of a large Connecticut corporation has been quite disappointed and somewhat alarmed for Connecticut's future because of the fact that he has been receiving such a large number of direct mail pieces from manufacturers from many sections of the country but practically none from Connecticut manufacturers. When a purchasing executive asks for more advertising, that is truly news of the "man-bite-dog" variety. Since this observation comes from a man who buys large quantities of industrial and heavy-duty equipment, it should be a stimu-

lus for the publication of more well prepared direct mail solicitations on the part of Connecticut manufacturers.

★ ★ ★

THE BEGINNING of the depression of the 30's saw the rise of staff departments, the development of specialized technical knowledge and the growth of labor unions. The impact of the war also brought many other changes in the status of the foreman. As a result some of his functions allow him much less scope than in the past—a fact that has doubtless contributed toward some foremen acquiring the feeling that they no longer are a part of management. That feeling, in turn, has unquestionably fostered the organization and growth of foremen's unions. Instructions, standards and the technical aspects of the foreman's job have continuously become more difficult, while the range of his relationship has become so extended that he finds it more difficult to keep those whom he supervises satisfied with their work.

Only recently has there been an increase in the number of companies who have devoted much thought to their foremen. In order that all industry might benefit by the practices of some of these firms, the American Management Association has recently made a survey of them and has compiled the results in a 94-page Research Report Number Seven entitled "The Development of Foremen in Management." Although the Report does not claim to be as exhaustive as a foreman encyclopaedia, it is intended to explain the major goals and practices in foremanship so as to present a view of the whole field. It is not enough to merely call foremen a part of management, to honor them on their birthdays and to give them badges or dinners that

will give them the feeling that they belong to management. Definite action must be taken which will impart, in no uncertain manner, the fact that foremen are truly management men. Companies who are members of the American Management Association, 330 West 42nd Street, New York City, may secure extra copies of the study, "The Development of Foremen in Management," for their executives at \$1.50. The price to non-members is \$2.25.

★ ★ ★

THE DARTNELL CORPORATION, of 4660 Ravenswood Avenue, Chicago, Illinois, has felt for some time that there was a great dearth of humorous stories with a slant on selling or salesmanship. To answer the need the company published recently a booklet entitled "The Dartnell Source Book of Sales Anecdotes," which is said to contain over one hundred really good sales stories which can be used by sales managers and others who are attempting to put sales groups in the right frame of mind just before getting to the serious parts of their talks. We don't know the price of the book or the quality of the stories. However, we give you one of them as a sample.

It seems that a recent applicant for a sales position included his draft classification on the application form as "S-B." "What is S-B?" said the mystified sales manager. "Bald head, bifocals, bridgework, bay window, and bunions," replied the salesman.

ATTENTION CONNECTICUT INDUSTRY

WHAT ARE YOUR SNAGS IN RE-
CONVERTED PRODUCTION? - -
WOULD YOU LIKE A PROVEN
WAGE INCENTIVE PLAN AIMED
AT INCREASED PRODUCTIVITY
PER MAN AND MACHINE
EFFECTED?

ALL WORK IS DONE BY ADVER-
TISER PERSONALLY - - - WITH
PROVEN RECORD OF ACCOM-
PLISHMENT.

FORMERLY GENERAL MANAGER
CONNECTICUT PLANT.

V. E. BOLEN

983 MAIN ST., HARTFORD 3
TEL. 5-9088

EXPORT NEWS

JAPANESE TRADE STUDIES AVAILABLE:—The U. S. Tariff Commission, with the cooperation of the Foreign Economic Administration, is releasing a series of reports on Japan which were prepared by the members of the staff of the Tariff Commission at the request of FEA as a part of the Commission's cooperation with War Agencies. The reports were prepared to determine the extent to which Japanese industries were built up for war purposes and the effect of their continuance or discontinuance in the post-war period on the trade and economy of Japan and the United Nations (particularly the United States).

The material thus far made available consists of an Annotated Tabular Survey which contains a detailed analysis of over 200 commodities important in the export trade of Japan, Korea, and Formosa.

Later the Commission plans to issue additional sections of this study, including 35 special industry studies and the reports on the shipping industry of Japan, the overseas trade of Japan and Kwantung Leased Territory.

Members of the Association may obtain copies from the Hartford Office.

★ ★ ★

FOREIGN TRADE INTEREST:—We are impressed with the number

of old and new Connecticut firms making inquiries since V-J day concerning Foreign Trade Opportunities. A considerable number of firms formerly engaged in foreign trade activity are making efforts to recoup their foreign markets. The renewal of steamship services is an indication of the demand. Members of the Association who have not asked to have their names placed on the list to receive the weekly Foreign Trade Survey (which, incidentally, lists foreign trade opportunities and foreign visitors) ought to do so now.

★ ★ ★

ARGENTINE TRADE:—We were talking the other day with one of the members of the Association's Foreign Trade Committee who has just recently returned from the Argentine on a "look-see" trip. He indicates that Argentina is in a favorable position to absorb large quantities of American exports. The accumulated demand is there and regardless of the political situation, the ability to pay is present.

This fact is confirmed in a speech which Robert Haines, Vice President of the Corn Exchange National Bank and Trust Company of Philadelphia, made recently. In his discussion of lines offering export opportunities in the Argentine, he named a great many which are made in Connecticut. "In-

cidentally," he said, and he is well informed on the Argentine and on United States policy, "the policy of our Government looks to me as follows—retain consignee control through specific licensing so that those firms which are pro-Axis or worked with the Axis cannot get merchandise from us. Beyond that, the market is open to American exporters so long as they have enough goods to take care of other markets as well as Argentina."

★ ★ ★

RECIPROCAL TARIFF:—Foreign traders as well as those Connecticut industrialists interested solely in domestic trade ought to keep a sharp lookout on the activities of our Department of State in connection with the forthcoming commercial conference with 14 nations. Both can lose their shirts before they are aware of it. Better read the recent Department of State pamphlets "Proposals for Expansion of World Trade and Employment" and "Anglo-American Financial and Commercial Agreements." Then follow through by keeping in touch with all moves. Members of the Association desiring to be kept advised should ask to have their names put on the special list at Headquarters.

★ ★ ★

JOB LOT AGREEMENTS:—No longer does the State Department expect to negotiate trade treaties with individual countries. It expects to go into the jobbing business right off the bat with the 14 nations referred to above. All of these countries (Belgium, Luxembourg, Australia, Brazil, Canada, China, Cuba, Czechoslovakia, France, Holland, India, New Zealand, South Africa and the United Kingdom) have been invited to a preliminary International Conference on Trade and Employment next fall. Note that the Soviet Union is not included.

★ ★ ★

"EXPORT SELLING":—Prepared by the Foreign Trade Committee of the Association and available at \$1.00 per copy at Association headquarters, has come to be recognized as the most valuable piece of export advice between two covers which has been issued in a long time.

It is good advice, when anyone comes to your office to query you about Foreign Trade, to suggest that they get a copy of "Export Selling" and read it from cover to cover.

WIREMOLD

MORE THAN ADEQUATE WIRING

ELECTRIC WIRING
RACEWAYS & FITTINGS

THE WIREMOLD COMPANY HARTFORD 10, CONNECTICUT

RETURNED VETERANS AND EXPORT TRADE:—On one single Friday of last month 12 World War II veterans found their way to the Foreign Trade Department of the Association seeking information and advice as to what steps to take to engage in export trade. They were veterans who had served in foreign fields all the way from the Philippines through South Africa to Europe. Most of them had made what they thought were good contacts abroad. All of them knew exactly the commodity in which they wanted to deal—the range ran from reptile skins to brass products. There was a universal vision of individual fortunes. It was evident in some of the cases that the boys had been taken in by foreign “sharpers.” We can only hope that our advice in all cases was good.

★ ★ ★

“GO SOUTH, YOUNG MAN”:—The President of one of our smaller but widely known Connecticut concerns has just returned from a four months’ trip down the West Coast and up the East Coast of South America. He said to us the other day: “You and I are stupid to remain in the United States the next five years. We could take a small amount of money to Colombia, Chile, Brazil or Uruguay, and come back at the end of five years with a fortune.”

According to him (and this last was his 16th trip to South America), real opportunities exist. Even men with little experience and small capital can make good in a big way if they are really willing to work hard.

★ ★ ★

BENTON AND BOWLES NOW FULLY EMPLOYED:—Like his former advertising agency partner, Chester Bowles, William Benton is now on the Federal payroll as Assistant Secretary of State. He heads up a new office in the Department of State known as the Office of International Information and Cultural Affairs which has taken over active direction of activities formerly conducted by War Agencies. The office is charged with giving foreign countries a full and fair picture of American life and the aims and policies of the United States government.

Some of the press associations are fearful of the news which will be disseminated and at least one of them has refused the Department its releases.

NEW YORK, NEW HAVEN & HARTFORD RAILROAD APPOINTS FOREIGN TRAFFIC MANAGER:—Our old friend F. J. Wall, Vice-President of the New York, New Haven and Hartford Railroad Company announced that, as of February 1, 1946, Irving T. Sorge was appointed Foreign Traffic Manager with headquarters in the Public Service Building, 89 Broad Street, Boston, Massachusetts. He takes the place of William J. Fillingim who, as of the same date, became British Traffic Manager, with headquarters at South Station, Boston, Massachusetts. Mr. Sorge will specialize in both import and export traffic and will have the assistance of New Haven traffic officers located in important cities in the country.

★ ★ ★

A WORTHWHILE BOOK:—Just published is “Foreign Trade and Shipping” by the American Maritime Council, Inc., J. E. Otterson, Chairman. It offers a completely new approach to the study of the foreign trade of this country and is based on a detailed comparison of American and British policies. Mr. Otterson, as many of our readers know, was at one

time president of the Winchester Repeating Arms Company.

★ ★ ★

DISCARD A PAIR OF QUEENS:—Two former queens of the sea, the Normandie and the Europa, are to be sold for junk. The former, renamed the Lafayette, cost \$60,000,000 to build and \$5,000,000 to raise from beside the Hudson River pier where she caught fire and sank. She was not used during the war but after her raising, lay dark and dank at the Columbia Street pier in Brooklyn.

The 49,730-ton Europa, a war prize, was reconditioned and has been in use since last September as a troop transport. The Maritime Commission doesn’t want her because she doesn’t measure up to American standards of sea-worthiness.

★ ★ ★

CHINA LOAN:—Connecticut industry won’t profit much directly from the Export-Import Bank loan of \$33,000,000 to China nor from the loan of similar size for the purchase of transportation equipment. That country must stabilize her currency and sign a commercial agreement before she will receive any further loans, it is said.

R. M. MUCH

AND ASSOCIATES

★

★

Specialists in cost reduction in handling, packing, shipping and warehousing for manufacturers, wholesalers and large scale retailers of both industrial and consumer goods.

★

★

507 FIFTH AVENUE
NEW YORK NEW YORK



QUERIES

By FREDRICK WATERHOUSE

Counsel

QUESTION: In our plant we pay the employees on the second shift a bonus of so much an hour. We do not consider this as part of their base pay. Must this sum be included as part of the employees' pay when computing overtime after 40 hours under the Fair Labor Standards Act?

ANSWER: Yes. The Act provides that an employee who works more than 40 hours in any week must be paid for such employment in excess of 40 hours "at a rate not less than one and one-half times the regular rate at which he is employed." Shift premiums such as the one you mentioned are considered to be part of the "regular rate" at which the

employee is paid and, therefore, must be included when computing overtime.

In this connection, bonuses in general are considered part of the "regular rate" and should be included when computing overtime. Even though the bonus is paid weekly or monthly a recapitulation must be made to determine the proper overtime payments with the exception, however, that when the bonus is a percentage of total earnings during the period involved and is computed by applying that percentage to the total earnings of the individual employee, including overtime premiums which have already been paid, the bonus thus paid will

be considered to include premium overtime and no recomputation is necessary.

The Wage and Hour Division has taken the position, however, that if a bonus is paid less frequently than quarterly, it will not insist on a recomputation to determine how it would apply to overtime payments but, of course, the division may not waive any of the rights of the individual employee. The division's position merely means that it will take no action in such a case but the individual employee might still make the claim that such recomputation was necessary.

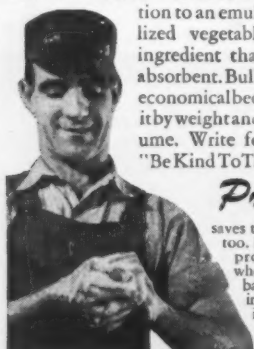
QUESTION: We have just heard that commencing October 1, 1946, the State of Connecticut, probably through the State Department of Labor, will supervise our Workmen's Compensation rate. Will you please tell us in general what this amounts to.

ANSWER: For a number of reasons, among which is the desire to keep the supervision of insurance in the various states rather than in the Federal government as threatened by recent U. S. Supreme Court decisions, the 1945 Legislature passed

(Continued on page 34)

Handeez LIFTS THE GRIME FROM THE PORES

Handeez is the prophylactic skin cleanser that satisfies both shop and office needs. Where ordinary toilet soaps fail, Handeez literally lifts the grime from the pores—yet its action is so gentle that it is used on the face as well as on hands. It contains, in addition to an emulsifier, a sterilized vegetable emollient ingredient that acts as an absorbent. Bulking big, it is economical because you buy it by weight and use it by volume. Write for pamphlet, "Be Kind To These Hands."



Prevents

saves time and money too. It is the famous protective cream whose durable film bars cutting oil irritants. Comes in 14-ounce tidy jars, or in bulk, by pails.

The C. B. DOLGE CO.
WESTPORT, CONNECTICUT

Leo F. Caproni

INDUSTRIAL
ARCHITECT
AND
ENGINEER

Specializing in additions, alterations, and improvements to industrial plants as well as the design of new buildings.

P. O. BOX 1857
NEW HAVEN 8, CONNECTICUT

GAGES

Plug, Ring, Snap,
Built-up, Flush Pin, Etc.
in
Steel—Chrome—Carbide

Gages Reconditioned
and Salvaged

Form Tools
Precision contract work

HARTFORD GAGE CO.
14 Sigourney St.
Hartford 5, Conn.



EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

ADEQUATE MEDICAL SERVICE in industry, in addition to the humanitarian aspects involved, has proven a sound financial investment. A survey by the NAM showed that well planned industrial health and safety services were responsible for 69% reduction in occupational disease, 45% reduction in accident frequency, 25% reduction in absenteeism, 25% reduction in labor turnover, and a 29% reduction in compensation insurance premiums. These figures sound like good business and while cost of installation of a formal service at first blush seems excessive for smaller companies, savings based on the above spectacular statistics would appear to offset any extra investment made.

Many Connecticut companies expanded greatly for war production. Now with retrenched employment, some of them have had to eliminate what was a comparatively elaborate medical set-up. At the same time these companies have witnessed the benefits of adequate medical services and are casting about for alternative programs.

A well functioning service should be based on the following four objectives: first, through pre-employment examinations, to determine the physical and mental fitness of prospective employees; second, through preventative care, to keep the employee on the job by preventing illnesses and accidents, and restoring the disabled workman to the job as quickly as possible; third, through education, to stimulate an appreciation of the principles of personal hygiene and accident prevention among the employees; and fourth, to reduce time lost through absenteeism, illness, and injury.

These objectives may appear a tall order and look as though they would require, to be attained, a full time physician, nurse, infirmary, and clerical service. A plan for smaller companies has been advanced which would

utilize the services of a physician who would devote his full time to industrial medicine. Through a group contract or a series of individual company contracts—and on an annual fee basis per hour of service or per employee—this doctor would administer and service a series of smaller plants in a community. Through proper scheduling of his visiting time, keeping of records, and consultation, it is felt that the plan could be carried out without too great a financial burden to the company or too great a work-load for the doctor. Actually, the above plan is contemplated in a Connecticut community and we are watching the development of it with great interest. Concurrent with this development is the proposed establishment of a department of industrial medicine at Yale which serves to further indicate the timeliness and appropriateness of proposed operations of this type.

★ ★ ★

WE HAVE BEEN INFORMED

by Selective Service that inquiries on the interpretations of the reemployment sections of the Selective Service Act have stepped up in numbers in the past few months. In November, the Association issued Bulletin No. 1232 which reproduced practically in entirety the new interpretations of national headquarters of this agency. The Bulletin, in a four-page pamphlet style of letter size, is available in any quantity at 1¢ per copy. It has proven very valuable to executives and supervisors for handy pocket type reference. One company has reproduced the bulletin under its own letter-head, with a short message from its president, and distributed it to all its returning veterans. This company feels that if the employee knows the subject well, there will be fewer differences.

GENERAL ELECTRIC Company in Bridgeport has reduced to a pocket size card, along the Training-Within Industry pattern, its text book for supervisors for the G. E. Veteran Employment Program. The card, printed on both sides, concisely handles the plan of action. It deals with advance preparation of records, the pre-re-employment interview, the starting of the veteran on the job, and the follow-up. We have no doubt that the company will furnish interested companies with a copy of the pocket card.

SALES BETTERMENT

Market Evaluation . . . Spot Research . . . Quota-setting
Sales Organization . . . Control Systems . . . Records & Forms . . . Budget Control
Sales Manuals . . . Training Programs . . . Meetings . . . Contests . . . Bulletins
Compensation Plans . . . Territorial Splits . . . Bonuses
Consultation on annual retainer, \$1800 a year up

LYNN W. ELLIS

Westport,

Conn.

Safe LADDERS & STAGING
for all Purposes

THE WORLD'S
FLINT
Ladders
SAFEST LADDERS

AW. FLINT CO.
NEW HAVEN, CONN.

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

THE December index of general business activity in Connecticut rose to an estimated 18% above normal. Three consecutive monthly increases have now raised the index 5 percentage points since September. Manufacturing employment continued to improve and now stands 13 points above normal but manhours worked moved sideways at plus 25%, failing to keep pace with the rise in employment as strikes kept several thousand workers away from their jobs. In December, the indices of freight shipments and construction advanced over the previous month while cotton mill activity remained at about the same level as before. For the year 1945 the general index averaged 44% above normal as compared with an annual average of plus 77% for 1944 and plus 103% for 1943.

The index of manufacturing employment in Connecticut advanced three percentage points in December to an estimated 13% above normal.

Based on reports from representative concerns in eight industrial centers it is estimated that manufacturing employment in Connecticut increased approximately 10% between September and December. The gain by individual cities was as follows: Bridgeport, 14%; Hartford, Meriden and New Britain, 12%; Bristol, 7%; and New Haven, Stamford and Waterbury, 6%. Although there has been a steady increase in employment throughout the State since September, important strikes have interfered with the process of reconversion in several localities especially in Hartford, New Britain, Bristol and Stamford. The Director of Selective Service has announced that of the approximate 250,000 who have entered military service from this State, more than 110,000 had been discharged as of December 31, 1945. About 70,000 of this number were released during the last quarter of the year. At the present rate of return, the number of men

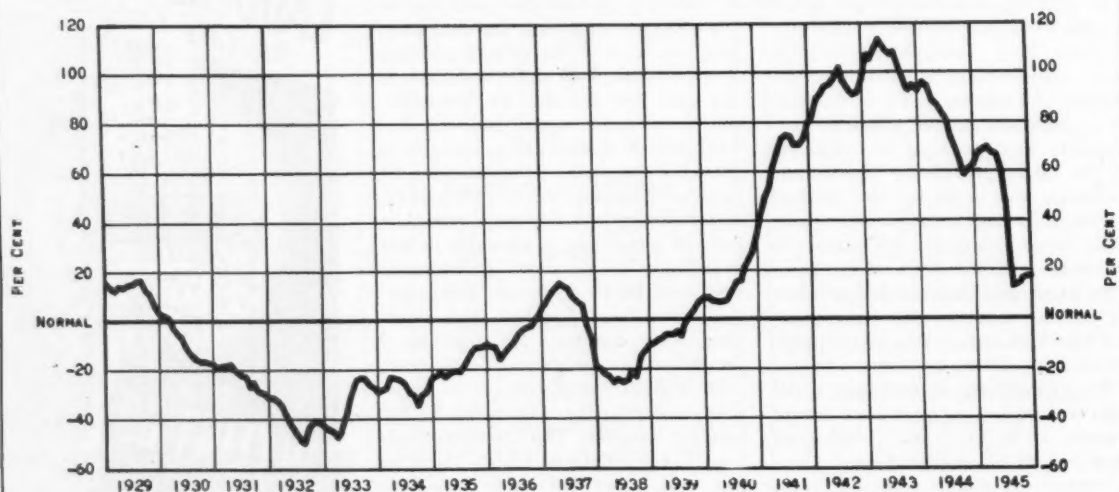
being added to the labor force is greater than the increase in job openings and accounts for the reports of both the State Department of Labor and the United States Employment Service, which indicate small gains in unemployment in the industrial centers of the State between November 15 and December 15.

In December the index of manhours worked in Connecticut factories remained unchanged from the previous month at an estimated 25% above normal. After dropping 50 percentage points in August the manhour index has held within a narrow 5-point range since that time. The rise in manhours that normally would have resulted from the 10% increase in employment has been offset by time lost because of strikes as well as some reduction in the average hours worked per employee.

Total weekly wages and basic pay rates for both male and female employees increased steadily from 1941 to the latter part of 1944. This was followed by a leveling off period until the middle of 1945. The declines which then set in were principally due to reductions in overtime work, and the release of high paid workers in the munitions plants which curtailed operations following the war.

The index of freight shipments originating in eight Connecticut cities rose 2 percentage points in December to 27% above normal. The yearly average for 1945 was 41% above normal as compared with 49% above normal in 1944.

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

BUDGETS, with the end of the war, were in most cases, immediately obsolete. Termination of Government contracts called for plant-wide curtailment of direct labor and to a great extent a concurrent increase in rate of overhead. True, some of the expenses of the reconversion period were recoverable as post-termination expenses in settlement of termination claims but a great many expenses of considerable importance, such as plant rearrangement, deferred maintenance and many others, incurred in making the transition to peace-time business, had to be absorbed by the Contractor.

War-time products, with emphasis on meeting delivery schedules, were

not always produced at the lowest possible cost. In a peace-time economy, competition will require greater efficiency and closer planning of organization and of operating commitments.

Continuity of operation was so disturbed by war-end contract terminations that for a lengthy period budgets as usually prepared have been impractical. In the transition period, in many cases working hours have been re-established and wage and salary rates adjusted. A fresh look at the budget situation should be had. As a starter, it is suggested that a review be made of the various controllable expenses, salaries and wages as they reflected prior to the war. To the extent that the

shop organization is comparable with the pre-war setup, it is believed there is real merit in using this data, adjusted properly for subsequent pay increase and other necessary factors including allowances for increased cost of tools and supply items in re-establishing proper budgets.

Budgets established simply on the basis of the situation in which the Company now finds itself are likely to be of little value. Admittedly from a clerical standpoint, such budgets might meet theoretical standards. From a business standpoint, however, they would likely be disastrous. The budgets should be established on the basis of considered allowances for the various types of controllable expenses. This means tightening the belt and intensifying supervision in many cases but the rewards are there for those who choose to try.

In establishing a proper budget, it would be advisable and necessary to take a look behind the scenes of a number of other things, such as:

A. Are lines of approval and responsibility for incurring expenses and making purchase commitments for expense items proper and do they provide control?

B. Is responsibility clearly established for use of tools, cutters and supply items?

C. Are the account classifications of expenses in adequate descriptive detail and are the expenses classified in such manner as to establish responsibility for particular items or class of expense?

Inadequate methods with respect to these day to day routine transactions make it virtually impossible to establish control and of course only very unsatisfactory experience in budgeting expenses could result. Generally there are at least two important opportunities offered to control expenses for supplies, tools and other manufacturing aids. The first opportunity comes by requiring proper supply and tool crib control over inventories and restricting the authority to the heads of the departments concerned to authorize a commitment. Adequate procedures will save a great deal of duplication in ordering of sundry items. It will result in a lower investment in inventories and without doubt in a smaller write-off of obsolete items. The second opportunity is incident to the issuance of such items to the shop floor and a proper system of requisitioning is of similar importance.



**HIGHER PRODUCTIVE EFFORT
WITH
IMPROVED WORKER ATTITUDE
AND
BETTER COST CONTROL**

We solicit the opportunity of discussing this subject with you—regardless of the size of your organization—without obligation.

Please write or phone

R. H. WINSLOW & ASSOCIATES
Engineers - Consultants

36 PEARL STREET

HARTFORD 3, CONN.

Queries

(Continued from page 30)

Public Act 133 which deals with the making, filing and approval of rates for certain casualty insurance including Workmen's Compensation and employers' liability and providing for rating organizations. Under this bill insurers are required to file with the Insurance Commission each manual of classifications, rules and rates, each rating plan and each modification of any of them which it proposes to use. However, if the insurer is a member of a licensed rating organization which makes such filings, that is sufficient to comply with the filing requirements. Effective October 1, 1946, no insurer may issue a contract or policy except in accordance with filings approved by the Commissioner. In general, it is expected that the rates will be approved as filed and there is no disposition on the part of the Commissioner to establish uniform rates as such. In fact, the Act attempts to preserve the right of the individual company to establish its individual but proper rates and even

to seek exceptions from those filed by the rating bureau where unusual circumstances exist. Furthermore, there appears to be a definite intent to preserve to mutual companies any custom or policy of declaring dividends to policyholders. In fact, the general method of operation heretofore existing on the part of all companies will generally be preserved although it is required that all rates be filed for approval by the Commissioner.

Whether this will eventually result in the establishment of all rates by the Commissioner for uniform application is uncertain, but there appears to be no intention, expressed or otherwise, to bring about that result at the present time and various features would indicate that such was not the ultimate goal.

Federal Legislation

(Continued from page 26)

the agency must provide the procedure specified. The bill makes provision for the exemption of a number of administrative functions.

Much of the criticism aimed at administrative agencies is to the effect that they can act, and in fact have acted, as judge, jury, and prosecutor; that there has been little opportunity for fair and impartial hearing. The bill attempts to separate these functions but does not entirely succeed in doing so, primarily because while it divides the functions of subordinates, the heads of agencies are left undisturbed. In like manner, the bill fails to apply against the retroactive effect of rules and regulations and does not erect sufficient safeguards to prevent adverse publicity.

The most important provisions are those dealing directly or indirectly with judicial review. While the interpretations placed on the act by administrative agencies are important, the real test of its benefits will be applied by the courts, since the bill provides that any person suffering legal wrong is entitled to judicial review. Only after a meticulous analysis of the provisions on evidence and scope of review can it be concluded that adequate judicial review is available except as Congress has expressly prescribed review. Such construction inevitably provokes misinterpretation and litigation which in the long run will effect justice but which is both costly and time wasting.

It is difficult to rouse the interest of manufacturers generally in legislation of this type but there is no single element of government which has greater control over the lives and welfare of industrial management and its properties than have the administrative agencies which have mushroomed with alarming regularity, particularly during the past ten years. Therefore, wherever they are available, inside or outside an industrial plant, the attorneys of industrial corporations ought under the urge of top management to take up the cudgels in a case of legislation of this kind.

Copies of the Administrative Procedures Act are available at Association headquarters.

Photographs in this issue, requiring credit, were gathered from the following sources: Cover, A. C. Crownfield, Wethersfield; page 6, photo by Bachrach; page 10 (bottom), Johnston & Tunick, New York, N. Y.



LIGHTNING PROTECTION

MANUFACTURERS & INSTALLERS

All copper
equipment
approved by the
Underwriters'
Laboratories

EDWARD H. BROWN
Hartford New Haven
2-0771 6-8576

ALFRED B. KING & CO.

BLATCHLEY AVE. & RIVER ST., NEW HAVEN, CONN.

MATERIALS HANDLING EQUIPMENT

**CLEVELAND TRAMRAIL - CRANES
ELECTRIC AND CHAIN HOISTS**

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms		Balls		Brake Linings	
The Baker Goodyear Co	New Haven	The Abbott Ball Co (steel bearing and burnishing)	Hartford	Colt's Patent Fire Arms Mfg Co	Hartford
Accounting Machines		The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford	The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport
Underwood Corporation	Hartford			The Russell Mfg Co	Middletown
Adding Machines		Barrels		Brake Service Parts	
Underwood Corporation	Hartford	The Abbott Ball Co (burnishing and tumbling)		Eis Manufacturing Co	Middletown
Advertising Specialties		The Hartford Steel Ball Co (tumbling)		Brass and Bronze	
The H C Cook Co 32 Beaver St	Ansonia	Bathroom Accessories		The American Brass Co (sheet, wire rods, tubes)	Waterbury
Waterbury Companies Inc	Waterbury	The Autoyre Company		The Bristol Brass Corp (sheet, wire, rods)	Bristol
Aero Webbing Products		The Charles Parker Co		The Miller Company (prophor bronze and brass in sheets, strips, rolls)	Meriden
Russell Mfg Co	Middletown	Bath Tubs		Scovill Manufacturing Company	Waterbury 91
Air Compressors		Dextone Company		The Thinsheet Metals Co (sheets and rolls)	Waterbury
The Spencer Turbine Co	Hartford	Bearings		Brass & Brass Ingot Metal	
Aircraft		New Departure Div of General Motors (ball)		The Whipple and Choate Company	Bridgeport
Chance Vought Aircraft Division	United Aircraft Corporation (airplanes)	Fafnir Bearing Co (ball)		Brass Goods	
Sikorsky Aircraft Division	United Aircraft Corporation (helicopters)	Norma-Hoffmann Bearings Corp (ball and roller)		Scovill Manufacturing Company (To Order)	Waterbury 91
Aircraft Accessories		Bells		Waterbury Companies Inc (to order) (small sheet metal parts)	Waterbury
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs)	South Meriden	Bevin Brothers Mfg Co		Brass Mill Products	
Warren McArthur Corp (Airplane Seating)	Bantam	The Gong Bell Mfg Co		Bridgeport Brass Co	Bridgeport
Aircraft Electrical Testing Equipment		The N N Hill Brass Co		Scovill Manufacturing Company	Waterbury 91
United Advertising Corp, Electrical Division	New Haven	Belting		Brass Stencils—Interchangeable	
Aircraft—Repair & Overhaul		Hartford Belting Co		The Fletcher Terry Co Box 415, Forestville	
Airport Department Pratt & Whitney Aircraft Division		The Russell Mfg Co		Brick—Building	
Rentschler Field East Hartford		The Thames Belting Co		The Donnelly Brick Co	New Britain
United Airports Div United Aircraft Corp		Benchies		Bricks—Fire	
Rentschler Field East Hartford		The Charles Parker Co (piano)		Howard Company	New Haven
Aircraft Tubes		Bent Tubing		Broaching	
American Tube Bending Co Inc	New Haven	American Tube Bending Co Inc		The Hartford Special Machinery Co	Hartford
Airplanes		Bicycle Coaster Brakes		Brooms—Brushes	
Chance-Vought Aircraft Div United Aircraft Corp	Stratford	New Departure Div General Motors Corp		The Fuller Brush Co	Hartford
Aluminum Castings		Bicycle Sundries		Buckles	
Newton-New Haven Co 688 Third Avenue	West Haven	New Departure Div General Motors Corp		The Hatheway Mfg Co (Dee Rings)	Bridgeport
Aluminum Forgings		Binders Board		The Hawie Mfg Co	Bridgeport
Scovill Manufacturing Company	Waterbury 91	Colonial Board Company		The G E Prentice Mfg Co	New Britain
Aluminum Goods		Biological Products		John M Russell Mfg Co Inc	Naugatuck
Waterbury Companies Inc	Waterbury	Ernst Bischoff Company Inc		B Schwanda & Sons	Staffordville
Aluminum—Sheets & Coils		Blades		The Patent Button Co	Waterbury
United Smelting & Aluminum Co Inc	New Haven	Capewell Manufacturing Company, Metal Saw Division, (hack saw and hand saw)		Waterbury Companies Inc	Waterbury
Ammunition		Blackening Salts for Metals		Buffing & Polishing Compositions	
Remington Arms Co Inc	Bridgeport	Mitchell-Bradford Chemical Co		Apothecaries Hall Co	Waterbury
Artificial Leather		Blocks		Lea Mfg Co	Waterbury
The Permatex Fabrics Corp	Jewett City	Howard Company (cupola fire clay)		Buffing Wheels	
Zapon Div, Atlas Powder Co	Stamford	Blower Fans		The Williamsville Buff Mfg Co	Danielson
Asbestos		The Spencer Turbine Co		Buttons	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	Colonial Blower Company		B Schwanda & Sons	Staffordville
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wicks)	Bridgeport	Blower Systems		The Patent Button Co	Waterbury
Asbestos & Rubber Packing		Colonial Blower Company		Colt's Patent Fire Arms Mfg Co	Hartford
Colt's Patent Fire Arms Mfg Co	Hartford	L-R Mfg Div of The Ripley Co		Scovill Manufacturing Company (Uniform and Tack Fastened)	Waterbury 91
Assemblies, Small		Boilers		Waterbury Companies Inc	Waterbury
The Greist Manufacturing Co	New Haven	The Bigelow Co		Cabinets	
The Han-Dee Spring and Manufacturing Co (Small)	Hartford	The Porcupine Company		The Charles Parker Co (medicine)	Meriden
The Wallace Barnes Co Div Associated Spring Corp	Bristol	Petroleum Heat & Power Co (domestic only)		Cable	
Auto Cable Housing		Bolts & Nuts		The Wiremold Co (electric, non-metallic Sheathed)	Hartford
The Wiremold Company	Hartford	Clark Brothers Bolt Co		Cams	
Automatic Control Instruments		The O K Tool Co Inc (T-Slot)		The Hartford Special Machinery Co	Hartford
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	The Blake & Johnson Co (nuts, machine screw-bolts, stove)		Canvas Products	
Automobile Accessories		Bomb Sling & Tank Strap Terminals for Aircraft		F B Skiff Inc	Hartford
The Rostand Mfg Co (windshields, seats, and body hardware)	Milford	Geo W Fleming Co		Carpets and Rugs	
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	Boxes		Bigelow-Sanford Carpet Co	Thompsonville
Automotive Friction Fabrics		Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)		Palmer Brothers Co	New London
The Russell Mfg Co	Middletown	Robert Gair Co (corrugated and solid fibre shipping containers)		Casters	
Automotive Parts		Box Board		The Bassick Company (Industrial and General)	Bridgeport
Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown	The Lydall & Foulds Paper Co		Casters—Industrial	
Automotive & Service Station Equipment		National Folding Box Co		George P Clark Co	Windsor Locks
Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91	New Haven Pulp & Board Co		Castings	
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	Robertson Paper Box Co		The Charles Parker Co (gray iron)	Meriden
Automotive Tools		Robert Gair Co		The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
Eis Manufacturing Company	Middletown	Boxes—Paper—Folding		The Gillette-Vibber (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
Bakelite Moldings		Atlantic Carton Corp		The Sessions Foundry Co (gray iron)	Bristol
Waterbury Companies Inc	Waterbury	Bridgeport Paper Box Co		John M Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck
The Watertown Mfg Co	Watertown	S Curtis & Son Inc		Malleable Iron Fittings Co (malleable iron and steel)	Brantford
Bakery Ovens		M S Dowd Carton Co		McLagon Foundry Co (gray iron)	New Haven
American Machine & Foundry Co	New Haven	National Folding Box Co (paper folding)		Newton-New Haven Co (cine and aluminum)	688 Third Ave West Haven
		The Warner Brothers Company		Philbrick-Booth & Spencer Inc (gray iron)	Hartford
		The New Haven Pulp & Board Co		Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91
		Robertson Paper Box Co		Union Mfg Co (gray iron)	New Britain
		Robert Gair Co		Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
		Boxes—Paper—Setup			(Advt.)
		Bridgeport Paper Box Co			
		The Heminway Corporation			
		Brake Cables			
		Eis Manufacturing Co			

IT'S MADE IN CONNECTICUT

Castings—Permanent Mould
The Bradley & Hubbard Mfg Co (zinc and aluminum) Meriden

Centrifugal Blower Wheels
The Torrington Manufacturing Co Torrington

Chain
John M Russell Mfg Co Inc Natugatuck

Chain—Welded and Weldless
Bridgeport Chain & Mfg Co Bridgeport

Chains—Bead
The Bead Chain Mfg Co Bridgeport

Chemicals
Apothecaries Hall Co Waterbury
MacDermid Incorporated Waterbury
American Cyanamid & Chemical Corp Waterbury

Edcan Laboratories South Norwalk

Chromium Plating
Chromium Corp of America Waterbury
The Chromium Process Company Derby

Chucks
The Cushman Chuck Co Hartford

Chucks & Face Plate Jaws
Union Mfg Co New Britain

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) New Haven

Cleansing Compounds
MacDermid Incorporated Waterbury

Clocks
Seth Thomas Clocks Thomaston
The United States Time Corporation Waterbury

Clutch Facings
The Russell Mfg Co Middletown

Clutch—Friction
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic) Bridgeport

Comfortables
Palmer Brothers Co New London

Cones
Sonoco Products Co (Climax-Lowell Div) Mystic

Consulting Engineers
The Stanley P Rockwell Co Inc (Consulting) 296 Homestead Ave Hartford

Contract Machining
Malleable Iron Fittings Company Branford

Contract Manufacturers
Geo W Fleming Co (Metal parts and assemblies) Wallingford
The Greist Mfg Co (metal parts and assemblies) 503 Blake St New Haven
Meriam Mfg Co (production runs—metal boxes and containers to specifications) Durham

Durham
Scovill Manufacturing Company (Metal Parts and Assemblies) Waterbury 91
Waterbury Companies Inc Waterbury

Copper
The American Brass Co (sheet, wire, rods, tubes) Waterbury
The Bristol Brass Corp (sheet) Bristol
The ThinSheet Metals Co (sheets and rolls) Waterbury

Copper Sheets
The New Haven Copper Co Seymour

Copper Shingles
The New Haven Copper Co Seymour

Copper Water Tube
Bridgeport Brass Co Bridgeport

Cork Cots
Sonoco Products Co (Climax-Lowell Div) Mystic

Corrugated Box Manufacturers
The Danbury Square Box Co Danbury

Corrugated Shipping Cases
D L & D Container Corp 87 Shelton Ave New Haven
Connecticut Corrugated Box Div Robert Gair Co Inc Portland

Cosmetics
Northam Warren Corporation Stamford
The J B Williams Co Glastonbury

Cotton Batting & Jute Batting
Palmer Brothers New London

Cotton Yarn
The Floyd Cranks Co Moosup

Counting Devices
Veeder-Root Inc Hartford

Cut Stone
The Dextone Co New Haven

Cutters
The Standard Machinery Co (rotary board, single and duplex) Mystic
The O K Tool Co Inc (inserted tooth milling) 33 Hull St Shelton

Delayed Action Mechanisms
M H Rhodes Inc Hartford

Dictating Machines
Dictaphone Corporation Bridgeport
The Soundscribe Corporation New Haven

Die Castings
Newton-New Haven Co Inc 688 Third Ave West Haven

Die Casting Dies
ABA Tool & Engineering Co Manchester

Die Castings (Aluminum & Zinc)
Corbin Cabinet Lock Div American Hardware Corp New Britain

Dies
The Hoggson & Pettis Mfg Co 141 Brewery St New Haven

The Parker Stamp Works Inc (for plastics and die castings) Hartford

Die-Heads—Self-Opening
The Eastern Machine Screw Corp Truman & Barclay Sts New Haven

The Geometric Tool Co New Haven

Dish Washing Machines
Colt's Patent Fire Arms Mfg Co Hartford

Dowel Pins
The Allen Manufacturing Co Hartford

Draperies
Palmer Brothers Co New London

Drop Forgings
Wilcox Crittenden & Co Inc Middletown

The Blakeslee Forging Co Plantsville

Atwater Mfg Co Plantsville

Capewell Mfg Company Hartford

The Bridgeport Hdwe Mfg Corp Bridgeport

Druggists' Rubber Sundries
The Seamless Rubber Company New Haven

Edged Tools
The Collins Co (axes and other edged tools) Collinsville

Elastic Webbing
The Russell Mfg Co Middletown

Electric Appliances
The Silcox Co 80 Pliny St Hartford

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Conduit Fittings & Grounding Specialties
The Gillette-Vibber Company New London

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric—Commutators & Segments
The Cameron Elec Mfg Co (rewinding motors) Ansonia

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Heating Element & Units
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Insulation
The Rogers Paper Mfg Co Manchester

Electric Panel Boards
Case Brothers Inc Manchester

The Plainville Electrical Products Co Plainville

Federal Electric Products Co Inc Hartford

Electric Signs
United Advertising Corp New Haven

Electric Safety Switches
Federal Electric Products Co Inc Hartford

Electric Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Control Apparatus
The Trumbull Electric Mfg Co Plainville

Federal Electric Products Co Inc Hartford

Electrical Circuit Breakers
Federal Electric Products Co Inc Hartford

Electrical Recorders
The Bristol Co Waterbury

Electrical Goods
A C Gilbert Co New Haven

Electronics
The Gray Manufacturing Company Hartford
Crystal Research Laboratories Inc Hartford
Arthur T Hatton & Company Hartford
United Cinephone Corporation Torrington

Electrotypes
W T Barnum & Co Inc (all classes) New Haven

Elevators
The Eastern Machinery Co (passenger and freight) New Haven

Embalming Chemicals
The Embalmers' Supply Co Westport

Engines
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford

Envelopes
Plimpton Mfg Co Div U S Envelope Co Hartford

Curtis 1000 Inc Hartford

Extractors—Tap
The Walton Company 94 Allyn St Hartford

Eyelets
The Platt Bros & Co P O Box 1030 Waterbury

Scovill Manufacturing Co Waterbury 91

Waterbury Companies Inc Waterbury

Fasteners—Slide & Snap
The G. E. Prentice Mfg Co New Britain

Scovill Manufacturing Company (Snap) Waterbury 91

Felt—All Purposes
American Felt Co (Mills & Cutting Plant) Glenville

Ferrules
Waterbury Companies Inc Waterbury

Fibre Board
The C. H. Norton Co North Westchester

The Rogers Corporation (Specialty) Manchester

Case Brothers Inc Manchester

Finger Nail Clippers
The H C Cook Co 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Hartford

Remington Arms Co Inc Bridgeport

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
The John P Smith Co (screens) 423-33 Chapel St New Haven

The Rostand Mfg Co Milford

The American Windshield & Specialty Co 881 Boston Post Road Milford

Fireproof Floor Joists
The Dextone Co New Haven

Fishing Tackle
The Horton Mfg Co (reels, rods, lines) Bristol

The Bevin-Wilcox Line Co (lines) East Hampton

The H C Cook Co 32 Beaver St Ansonia

Fluorescent Lighting Equipment
The Wiremold Company Hartford

Forgings
Clark Brothers Bolt Co Milldale

Heppenstall Co (all kinds and shapes) Bridgeport

Scovill Manufacturing Company (Non-ferrous) Waterbury 91

Foundries
Union Mfg Co (gray iron) New Britain

Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

The Sessions Foundry Co (iron) Bristol

Foundry Riddles
The John P Smith Co 423-33 Chapel St New Haven

Rolock Inc (brass, galvanized, steel) Southport

Furnace Linings
The Mullite Refractories Co Shelton

Furniture Pads
The Gilman Brothers Company Gilman

Galvanizing & Electric Plating
The Gillette-Vibber Co New London

Galvanizing
Malleable Iron Fittings Co Branford

Wilcox Crittenden & Co Inc Middletown

Gaskets
The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Gauges
The Bristol Co (pressure and Vacuum—recording automatic control) Waterbury

Hart Engineering Div of W Hart Buick Co Inc (Plug Ring Snap Flush Pin & all types of special gauges) Hartford

Gears—Reverse & Reduction for Motor Boats
The Snow-Nabstedt Gear Corp New Haven

Gears and Gear Cutting
The Hartford Special Machinery Co Hartford

The Gray Mfg Co (Zero Bevel) Hartford

General Plating
The Chromium Process Co (copper, nickel, chromium and cadmium plating) Derby

Glass Coffee Makers
The Silcox Co 80 Pliny St Hartford

Glass Cutters
The Fletcher Terry Co Box 415 Forestville

Golf Equipment
The Horton Mfg Co (clubs, shafts, balls, bags) Bristol

Greeting Cards
A D Steinbach & Sons Inc New Haven

Grinding
The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) Bridgeport

19 Staples Street Bridgeport

The Hartford Special Machinery Co (gears, threads, cams and splines) Hartford (Adv.)

IT'S MADE IN CONNECTICUT

Hand Tools
The Bridgeport Hdw. Mfg Corp (nail pullers, scout axes, box opening tools, trowels, coping saws, nutty knives) Bridgeport
The Peck Stow & Wilcox Co (Bit braces, chisels, dividers, draw knives, hammers, pliers, squares, snips, wrenches) Sou hington

Hardware
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
The Bassick Company (Automotive) Bridgeport

Hardware-Trailer Cabinet
The Excelsior Hardware Co Stamford
Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp New Britain
J H Sessions & Son Bristol

Hat Machinery
Doran Brothers Inc Danbury

Heat Treating
The A F Holden Co 200 Winchester St New Haven
The Bennett Metal Treating Co 1045 New Britain Ave Elmwood

The Stanley P Rockwell Co Inc 296 Homestead Ave Hartford
The Driscoll Wire Company Shelton

Heat-Treating Equipment
The Autoyre Company Oakville
The Porcupine Company Bridgeport
The Stanley P Rockwell Co Inc (commercial) 296 Homestead Ave Hartford
The Wallace Barnes Co Div Associated Spring Corp Bristol

The A F Holden Company 52 Richards Street West Haven (Main Plant)

Heat Treating Salts and Compounds
The A F Holden Company 52 Richards Street West Haven
Mitchell-Bradford Chemical Co Bridgeport

Heating Apparatus
The Miller Company (domestic oil burners and heating devices) Meriden

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Engineering Co Manchester

Hoists and Trolleys
Union Mfg Company New Britain

Hollow Screws
The Allen Manufacturing Co Hartford

Hose Supporter Trimmings
The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

Hot Water Heaters
Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Hydraulic Brake Fluids
Eis Manufacturing Co Middletown

Industrial Finishes
Zapon Div Atlas Powder Co Stamford

Industrial and Masking Tapes
The Seamless Rubber Company New Haven

Insecticides
American Cyanamid & Chemical Corp Waterbury

Insulated Wire Cords & Cable
The Kerite Insulated Wire & Cable Co Inc Seymour

Instruments
J-B-T Instruments Inc (Electrical and Temperature) New Haven

Insulation
The Gilman Brothers Co Gilman

Insulating Refractories
The Mullite Refractories Co Shelton

Jacquard
Case Brothers Inc Manchester

Japanning
J H Sessions & Son Bristol

Jointing
The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport

Key Blanks
Corbin Cabinet Lock Div American Hardware Corp New Britain

Labels
The Graham Mfg Co Derby

Label Moisteners
J & J Cash Inc (Woven) South Norwalk

Label Moisteners
Better Packages Inc Shelton

Lacquers & Synthetic Enamels
Zapon Div Atlas Powder Co Stamford

Ladders
A W Flint Co 196 Chapel St New Haven

Lamps
The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford

Leather
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Leather Goods Trimmings
The G E Prentice Mfg Co New Britain

Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Equipment
The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden

Lighting Protection
Waterbury Companies Inc Waterbury

Locks-Cabinet
Edward H Brown Hartford & New Haven

Locks-Suit-Case and Trimmings
Corbin Cabinet Lock Div American Hardware Corp New Britain

Locks-Trunk
The Excelsior Hardware Co Stamford

Locks-Zipper
Corbin Cabinet Lock Div American Hardware Corp New Britain

Loom-Non-Metallic
The Wiremold Company Hartford

Machinery
The Fenn Manufacturing Company Hartford

Machinery
The Hallden Machine Company (mill) Thomaston

The Torrington Manufacturing Co (mill) Torrington

The Standard Machinery Co (bookbinders) Mystic

The Peck Stow & Wilcox Co (Machines & tools for sheet metal fabrication—manually & power operated) Southington

Machinery Dealers & Rebuilders
Botwinik Brothers New Haven

Machinery
Machinery Dealers Inc New Haven

Machines
J L Lucas and Son Fairfield

Machines
Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

Machines—Automatic
Special Devices Company (Special, New Developments) Berlin

Machines—Forming
The Patent Button Company Waterbury

Machines—Forming
The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport

Machine Work
Geo W Fleming Co Wallingford

Machine Work
The Hartford Special Machinery Co (contract work only) Hartford

Machine Work
The Torrington Manufacturing Co (special rolling mill machinery) Torrington

Machine Work
The Fenn Manufacturing Company (precision parts) Hartford

Machine Work
The Parker Stamp Works Inc (Special) Hartford

Magnets
Cinaudagraph Corp (Permanent) Stamford

Mail Boxes, Apartment & Residential
Corbin Cabinet Lock Div American Hardware Corp New Britain

Mailing Machines
Pitney-Bowes Inc Stamford

Manganese Bronze Ingot
The Whipple and Choate Company Bridgeport

Marine Equipment
The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford

Marking Devices
Wilcox Crittenden & Co Inc Middletown

Marking Devices
The Hoggson & Pettis Mfg Co New Haven

Marking Devices
The Parker Stamp Works Inc (steel and rubber) Hartford

Matrices
W T Barnum & Co Inc New Haven

Mattresses
Palmer Brothers Co New London

Mechanical Assemblies—Small
Waterbury Mattress Co Waterbury

Mechanics Hand Tools
M H Rhodes Inc Hartford

Mechanics Hand Tools
The Bridgeport Hdw Mfg Corp (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Products—Stampings
J H Sessions & Son Bristol

Metal Products—Stampings
Scovill Manufacturing Company (Made-to-Order) Waterbury 91

Metal Products—Stampings
Waterbury Companies Inc Waterbury

Metal Specialties
The Excelsior Hardware Co Stamford

Metal Stampings
The G E Prentice Mfg Co New Britain

Metal Stampings
The Autoyre Co (Small) Oakdale

Metal Stampings
The Patent Button Co Waterbury

Metal Stampings
The Excelsior Hardware Co Stamford

Metal Stampings
J H Sessions & Son Bristol

Metal Stampings
The H C Cook Co 32 Beaver St Ansonia

Metal Stampings
The Greist Mfg Co 503 Blake St New Haven

Metal Stampings
Waterbury Companies Inc Waterbury

Metal Stampings
Bridgeport Chain & Mfg Co Bridgeport

Metal Stampings
The J A Otterbein Company (metal fabrications) Middletown

Metal Stampings
Scovill Manufacturing Company Waterbury 91

Milk Bottle Carriers
The John P Smith Co 423-33 Chapel St New Haven

Millboard
The Raybestos Div of Raybestos-Manhattan Inc (asbestos) Bridgeport

Mill Supplies
Wilcox Crittenden & Co Inc Middletown

Moulded Plastic Products
The Patent Button Co Waterbury

Moulded Plastic Products
Colt's Patent Fire Arms Mfg Co Hartford

Moulded Plastic Products
Waterbury Companies Inc Waterbury

Moulded Plastic Products
The Watertown Mfg Co 117 Echo Lake Road Watertown

Moulds
ABA Tool & Engineering Co Manchester

Moulds
The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven

Moulds
The Sessions Foundry Co (heat resisting for non-ferrous metals) Bristol

Moulds
The Parker Stamp Works Inc (compression, injection & transfer for plastics) Hartford

Nickel Anodes
Apothecaries Hall Co Waterbury

Nickel Silver
The Seymour Mfg Co Seymour

Nickel Silver Ingot
The Whipple and Choate Company Bridgeport

Non-ferrous Metal Castings
The Miller Company Meriden

Nuts Bolts and Washers
Clark Brothers Bolt Co Middale

Office Equipment
Pitney-Bowes Inc Stamford

Oil Burners
Underwood Corporation Hartford

Oil Burners
The Silent Glow Oil Burner Corp 1477 Park St Hartford

Oil Burners
Petroleum Heat & Power Co (domestic commercial and industrial) Stamford

Oil Burners
The Miller Company (domestic) Meriden

Oil Burner Wick
The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Ovens
American Machine & Foundry Co New Haven

Packing
The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive) Bridgeport

Padlocks
Corbin Cabinet Lock Div American Hardware Corp New Haven

Paints and Enamels
The Staminite Corp New Haven

Paints and Enamels
The Tredennick Paint Mfg Co Meriden

Package Sealers
Better Packages Inc Shelton

Paperboard
Connecticut Corrugated Box Div Robert Gair Co Inc Portland

Paper Boxes
The New Haven Pulp & Board Co New Haven

Paper Boxes
National Folding Box Co (folding) New Haven

Paper Boxes
The New Haven Pulp & Board Co New Haven

Paper Boxes
Robertson Paper Box Co (folding) Montville

Paper Boxes
The Strouse, Adler Co New Haven

Paper Boxes
Atlantic Carton Corp (folding) Norwich

Paper Boxes
The Warner Brothers Company Bridgeport

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport

Paper Clips
The H C Cook Co (steel) 32 Beaver St Ansonia

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell Div) Mystic

Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze
The Seymour Mfg Co Seymour

Phosphor Bronze
The Bristol Brass Corp (sheet) Bridgeport

Phosphor Bronze
The Miller Company (sheets, strips, rolls) Meriden

Phosphor Bronze Ingot
The Whipple and Choate Company Bridgeport (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Pipe		Rivets		Silks	
The American Brass Co (brass and copper)	Waterbury	The Connecticut Manufacturing Company	Waterbury	Cheney Brothers	South Manchester
Howard Co (cement well and chimney)	New Haven	Clark Brothers Bolt Co	Waterbury	Sizing and Finishing Compounds	
Crane Company (fabricated)	Bridgeport	The Blake & Johnson Co (brass, copper and non-ferrous)	Waterbury	American Cyanamid & Chemical Corp	Waterbury
Bridgeport Brass Co (brass & copper)	Bridgeport	J. H. Sessions & Son	Bristol	Smoke Stacks	
Pipe Fittings		The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)	Bridgeport	The Bigelow Company (steel)	New Haven
Malleable Iron Fittings Co	Branford	The Raybestos Div of Raybestos-Manhattan Inc (iron)	Bridgeport	The Porcupine Company	Bridgeport
The Corley Co Inc (300# AAR)	Plainville	Rods		Soap	
Colt's Patent Fire Arm Mfg Co	Hartford	The Bristol Brass Corp (brass and bronze)	Bristol	The J B Williams Co (industrial soaps, toilet soaps, shaving soaps)	Glastonbury
Waterbury Companies Inc	Waterbury	Scovill Manufacturing Company (Brass and Bronze)	Waterbury 91	Solder—Soft	
Extruded Plastics Inc	Norwalk	Rubber Chemicals		Special Machines	
Plastics—Moulders		The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils)	Stamford	The H P Townsend Mfg Company	Hartford
The Watertown Mfg Co	Watertown	Rubberized Fabrics		Special Parts	
Waterbury Companies Inc	Waterbury	The Duro-Gloss Rubber Co	New Haven	The Greist Mfg Co (small machined, especially precision stampings)	New Haven
Plastics—Moulds & Dies		The Goodyear Rubber Co	Middletown	Special Industrial Locking Devices	
The Parker Stamp Works Inc (for plastics)	Hartford	United States Rubber Prod Inc (Keds, Keddets, Gaytees, U S Royal Footwear)	Naugatuck	Corbin Cabinet Lock Div American Hardware Corp	New Britain
Platers		Rubber Gloves		Spinnings	
The Plainville Electro Plating Co	Plainville	The Seamless Rubber Company	New Haven	The Gray Manufacturing Company	Hartford
Platers—Chrome		Rubbish Burners		Sponge Rubber	
The Plainville Electro Plating Co	Plainville	The John P Smith Co	Chapel St	The Sponge Rubber Products Co	Shelton
The Hartford Chrome Corporation	Hartford	Safety Fuses		Spreads	
Nutmeg Chrome Corporation	Hartford	The Ensign-Bickford Co (mining & detonating)	New Haven	Palmer Brothers Company	New London
Platers' Equipment		Saw Blades		Spring Coiling Machines	
Apothecaries Hall Company	Waterbury	The Capewell Mfg Co (Hack Saw, Band Saw)	Hartford	The Torrington Manufacturing Co	Torrington
MacDermid Incorporated	Waterbury	Saws, Band, Metal Cutting		Spring Units	
Bridgeport Brass Co	Bridgeport	Atlantic Saw Mfg Co	New Haven	American Chain & Cable Co Inc	Bridgeport
Scovill Manufacturing Company	Waterbury 48	Scales—Industrial Dial		Owen Silent Spring Co Inc (mattresses and upholstery furniture)	Bridgeport
Plumbing Specialties		The Kron Company	Bridgeport	Spring Washers	
John M Russell Mfg Co Inc	Naugatuck	The Acme Shear Company	Bridgeport	The Wallace Barnes Co Div Associated Spring Corp	Bristol
Pole Line		Scissors		Springs—Coil & Flat	
Malleable Iron Fittings Co	Branford	Screws		The Humason Mfg Co	Forestville
Polishing Wheels		The Blake & Johnson Co (machine)	Waterbury	The Wallace Barnes Co Div Associated Spring Corp	Bristol
The Williamsville Buff Mfg Co	Danielson	Corbin Screw Div, American Hardware Corp	New Britain	The Han-Dee Spring and Manufacturing Co (Coil and Flat)	Hartford
Postage Meters		Clark Brothers Bolt Co	Waterbury	Springs—Flat	
Pitney-Bowes Inc	Stamford	The Charles Parker Co (wood)	Meriden	The Wallace Barnes Co Div Associated Spring Corp	Bristol
Presses		Scovill Manufacturing Company	Waterbury 48	Springs—Furniture	
The Standard Machinery Co (plastic molding, embossing, and die cutting)	Mystic	The Connecticut Mfg Co (machine)	Waterbury	American Chain & Cable Co Inc	Bridgeport
Press Papers		Screw Machine Products		Owen Silent Spring Co Inc	Bridgeport
Case Brothers Inc	Manchester	The H P Townsend Mfg Company	Hartford	Springs—Wire	
Printing		The Apex Tool Co Inc	Bridgeport	The Connecticut Spring Corporation (compression, extension, torsion)	Hartford
The Case Lockwood & Brainard Co	Hartford	Chas E Lowe Co	Wethersfield	The Wallace Barnes Co Div Associated Spring Corp	Bristol
The Hemingway Corporation	Waterbury	The Connecticut Manufacturing Company	Waterbury	New England Spring Mfg Co	Unionville
The Walker-Rackliff Company	New Haven	Corbin Screw Div, American Hardware Corp	New Britain	J W Bernston Company (Coil and Torsion)	Plainville
Production Control Equipment		Screw Taps		Springs, Wire & Flat	
Wassell Organization (Produc-Trol)	Westport	The Blake & Johnson Co	Waterbury	The Autoyre Company	Oakville
United Cinephone Corporation	Torrington	The Centerless Grinding Co Inc (Heat treated and ground type only)	Bridgeport	Stair Pads	
Propellers—Aircraft		19 Staples Street	Bridgeport	Palmer Brothers Company	New London
Hamilton Standard Propellers Div United Aircraft Corp	East Hartford	The Eastern Machine Screw Corp	New Haven	Stamps	
Propeller Fan Blades		Truman & Barclay Sts	Forestville	The Hoggson & Pettis Mfg Co (steel)	New Haven
The Torrington Manufacturing Co	Torrington	The Humason Mfg Co	Forestville	141 Brewery St	New Haven
Punches		Geo W Fleming Co	Wallingford	The Parker Stamp Works Inc (steel & rubber)	Hartford
The Hoggson & Pettis Mfg Co (ticket & cloth)	New Haven	The Greist Mfg Co (Up to 1 1/2" capacity)	New Haven	Stampings	
141 Brewery St	New Haven	Scovill Manufacturing Company	Waterbury 91	The Han-Dee Spring and Manufacturing Co (Small)	Hartford
Putty Softeners—Electrical		Nelson's Screw Machine Products	Plantsville	The Rogers Corporation (Fibre Cellulose Paper)	Manchester
The Fletcher Terry Co	Box 415 Forestville	Sealing Tape Machines		Stampings—Small	
Pyrometers		Better Packages Inc	Shelton	The Greist Manufacturing Co	New Haven
The Bristol Co (recording and controlling)	Waterbury	Sewing Machines		Scovill Manufacturing Company	Waterbury 91
Quartz Crystals		The Geist Mfg Co (Sewing machine attachments)	New Haven	The Wallace Barnes Co Div Associated Spring Corp	Bristol
Crystal Research Laboratories Inc	Hartford	The Merrow Machine Co (Industrial)	Hartford	Waterbury Companies Inc	Waterbury
Radiation-Finned Copper		Shaving Soaps		Steel Castings	
The G & O Manufacturing Company	New Haven	The J B Williams Co	Glastonbury	The Hartford Electric Steel Co (carbon and alloy steel)	Hartford
Railroad Equipment		Shears		540 Flatbush Ave	Hartford
The Vulcan Radiator Co (steel and copper)	Hartford	The Acme Shear Co (household)	Bridgeport	Malleable Iron Fittings Co	Branford
The Rostand Mfg Co (baggage racks and mirrors for passenger cars)	Milford	Sheet Metal Products		Nutmeg Crucible Steel Co	Branford
Rayon Yarns		The American Brass Co (brass and copper)	Waterbury	Steel—Cold Rolled Spring	
The Hartford Rayon Corp	Rocky Hill	Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)	Durham	The Wallace Barnes Co Div Associated Spring Corp	Bristol
Reamers		United Advertising Corp, Manufacturing Division (Job and Production Runs)	New Haven	Steel—Cold Rolled Stainless	
The O K Tool Co Inc (inserted tooth)	Shelton	Waterbury Companies Inc	Waterbury	Wallingford Steel Company	Wallingford
Recorders		Sheet Metal Stampings		Steel—Cold Rolled Strip and Sheets	
The Bristol Co (automatic controllers, temperature, pressure, flow, humidity)	Waterbury	The American Buckle Co	West Haven	Wallingford Steel Company	Wallingford
Refractories		The Patent Button Co	Waterbury	Steel Goods	
Howard Company	New Haven	J H Sessions & Son	Bristol	Merriam Mfg Co (sheets products to order)	Durham
Regulators		Waterbury Companies Inc	Waterbury	Waterbury Companies Inc	Waterbury
Norwalk Valve Company (for gas and air)	South Norwalk	Shipment Sealers		Cinaudagraph Corporation	Stamford
Resistance Wire		Better Packages Inc	Shelton	Stereotypes	
The C O Jelliff Mfg Co (Nickel chromium kanthal)	Southport	Showcase Lighting Equipment		W T Barnum & Co Inc	New Haven
Retainers		The Wiremold Company	Hartford	Stop Clocks, Electric	
The Hartford Steel Ball Co (bicycle & auto motive)	Hartford	Shower Stalls		The H C Thompson Clock Co	Bristol
Riveting Machines		Dextone Company	New Haven	Structural Steel (Fabricated)	
The Grant Mfg & Machine Co	Bridgeport	Signals		The Porcupine Company	Bridgeport
L-R Mfg Div of The Ripley Co	Torrington	The H C Cook Co (for card files)	Ansonia	Studio Couches	
The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)	Bridgeport			Waterbury Mattress Co	Waterbury
The H P Townsend Mfg Company	Hartford			Super Refractories	
				The Mullite Refractories Co	Shelton (Advt.)

I T ' S M A D E I N C O N N E C T I C U T

Surface Metal Raceways & Fittings
The Wiremold Company Hartford

Surgical Dressings
The Seamless Rubber Company New Haven
Acme Cotton Products Co Inc East Killingly

Surgical Rubber Goods
The Seamless Rubber Company New Haven

Switchboards
Plainville Electrical Products Co Plainville

Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Tanks
The Bigelow Company (steel) New Haven

Tanks (Steel and Alloy)
The Porcupine Company Bridgeport

Tape
The Russell Mfg Co Middletown

Tap Extractors
The Walton Co 94 Allyn St Hartford

Taps, Collapsing
The Geometric Tool Co New Haven

Tarred Lines
Brownell & Co Inc Moodus

Telemetering Instruments
The Bristol Co Waterbury

Textile Machinery
The Merrow Machine Co 2814 Laurel St Hartford

Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton

Textile Processors
The Aspinook Corp (cotton) Jewett City

Thermometers
The Bristol Co (recording and automatic control) Waterbury

Thin Gauge Metals
The Thinsheet Metals Co (plain or tinned in rolls) Waterbury

Thread
Max Pollack & Co Inc Groton
The American Thread Co Willimantic
The Gardiner Hall Jr Co (cotton sewing) South Willington
Wm Johl Manufacturing Co Mystic

Threading Machines
The Grant Mfg & Machine Co (double and automatic) Bridgeport

Time Recorders
Stromberg Time Corp Thomaston

Timers, Interval
The H C Thompson Clock Co Bristol

Timing Devices & Time Switches
M H Rhodes Inc Hartford

Timing Devices
Seth Thomas Clocks Thomaston
The United States Time Corporation Waterbury

Tinning
Wilcox Crittenden & Co Inc Middletown

Tools
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven
The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton

Tools, Dies & Fixtures
The Greist Mfg Co New Haven
The Parker Stamp Works Inc (special) Hartford

Toys
A C Gilbert Company New Haven
Pate and Company Branford
The Gong Bell Co East Hampton
The A F Holden Company 52 Richards Street West Haven (Main Plant)
The N N Hill Brass Co East Hampton
Waterbury Companies Inc Waterbury

Trucks—Industrial
George P Clark Co Windsor Locks

Trucks—Lift
The Excelsior Hardware Co Stamford

Trucks—Skid Platforms
George P Clark Co Windsor Locks

Tube Bending
The Excelsior Hardware Co (lift) Stamford

Tube Clips
American Tube Bending Co Inc New Haven

Tubing
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia

Tubing (Extruded Plastic)
The American Brass Co (brass and copper) Waterbury

Tubing—Heat Exchanger
Scovill Manufacturing Company (Brass and Copper) Waterbury 91

Turret Lathe Products
Extruded Plastics Inc Norwalk
Scovill Manufacturing Company Waterbury 91

Typewriters
Geo W Fleming Co Wallingford

Typewriter Ribbons
Underwood Corporation Hartford

Underclearer Rolls
Underwood Corporation Hartford

Union Pipe Fittings
Sonoco Products Co (Climax-Lowell Div) Mystic

Vacuum Bottles and Containers
The Corley Co Inc (300# AAR) Plainville

Vacuum Cleaners
American Thermos Bottle Co Norwich

Valves
The Spencer Turbine Co Hartford

Valves—Automatic Air
Norwalk Valve Company (sensitive check valves) South Norwalk

Valves—Flush
Beaton & Caldwell Mfg Co New Britain

Valves—Relief & Control
Beaton & Caldwell Mfg Co New Britain

Varnishes
Beaton & Caldwell Mfg Co New Britain

Ventilating Systems
The Staminite Corp New Haven

Vises
Colonial Blower Company Hartford

Washers
The Charles Parker Co Meriden
The Penn Manufacturing Company (Quick-Action Vises) Hartford

Watches
The Blake & Johnson (brass, copper & non-ferrous) Waterville
American Felt Co (felt) Glenville
Clark Brothers Bolt Co Milldale
The Sessions Foundry Co (cast iron) Bristol
J H Sessions & Son Bristol
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport

Waterproof Dressings for Leather
Benrus Watch Co 30 Cherry St Waterbury
The United States Time Corporation Waterbury

Waterproof Dressings for Leather
The Viscol Company Stamford

Welding
The Porcupine Company Bridgeport
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven

Welding Rods
The Bristol Brass Corp (brass & bronze) Bristol

Wheels—Industrial
George P Clark Co Windsor Locks

Wicks
The Russell Mfg Co Middletown

Wire
The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport

Wire Baskets
The Bristol Brass Corp (brass & bronze) Bristol

Wire Cable
The Driscoll Wire Co (steel) Shelton

Wire Cloth
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted

Wire Drawing Dies
The Atlantic Wire Co (steel) Branford

Wire Dipping Baskets
The Platt Bros & Co (zinc wire) P O Box 1030 Waterbury

Wire—Enameled Magnet
Rockbestos Products Corp (asbestos insulated) New Haven

Wire Formings
Scovill Manufacturing Company (Brass, Bronze, and Nickel Silver) Waterbury 91

Wire Forms
The John P Smith Co 423-33 Chapel St New Haven

Wire Goods
The Connecticut Spring Corporation Hartford

Wire Reels
The Humason Mfg Co Forestville

Wire Partitions
The Wallace Barnes Co Div Associated Spring Corp Bristol

Wire Rings
New England Spring Mfg Co Unionville

Wire Shapes
The Patent Button Co Waterbury

Wirework
The American Buckle Co (overall trimmings) West Haven

Yarns
The Ensign-Bickford Co (jute carpet) Simsbury

Zinc
The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)

2nd Annual Tool & Die Conference

(Continued from page 12)

directed attention to a letter written to a Hartford manufacturer by Governor Dewey which stressed the reputed advantages to be secured in locating in New York State.

Referring scathingly to the so-called inducements of the Empire State, Mr. Rogers declared: "Of course one great advantage of New York over

Connecticut is its personal income tax and its sales tax, which the residents of Connecticut are not privileged to enjoy."

Edgar C. Lundberg, Secretary of the Hartford Chapter of the National Tool and Die Makers Association and chairman of the conference, opened the meeting with a brief address of welcome and a tribute to American leaders of industry. Richard F. Moore, President of the Moore Special Tool Company of Bridgeport and of the National Tool and Die Association,

in his welcome message estimated the conference to be the largest ever held in New England or the United States. George S. Eaton, executive secretary, National Tool & Die Association, gave a brief report as to the progress of the entire association.

Each guest was given a 10 page brochure which outlined the basic character of the tool and die industry, its contribution to the war effort, the objective of the Association and its members in peacetime, and a list of all New England members.

to *augment* your
OWN
TECHNICAL
DEVELOPMENT STAFF

We offer you the professional skills, laboratory and shop facilities needed to push an applied research project to its logical conclusion—whether it be a single problem such as the post-war design and application of engineering materials to eliminate vibrations and fatigue failures—or the complete development of a mechanical device from conception through manufacture.

JOHNSTON RESEARCH
ASSOCIATES

Main Office
65 Wethersfield Ave.
Hartford, Conn.
Tel. HTFD. 6-8114



STOP CHEWING YOUR NAILS
— MR. GRIGGSBY!

ours are more extensive . .
we do it more efficiently . .
highly personalized control
relieves your present concern
.. WHAT? Mr. Griggsby, we are
talking about complete ser-
vices in the preparation of
advertising art & copy . .

DESIGN house
★ MILFORD, CONNECTICUT
★ TELEPHONE: MILFORD 2222

Service Section

VETERAN with 10 years of successful advertising experience looking for a manufacturer who wants a right-hand man to handle public relations and advertising—Resume upon request. Address P. W. No. 1443.

MANILA. Ex-Army officer, 31, married, returning to Philippines soon, desires to represent American firms and buy on own account. Willing to work like hell. Address P. W. No. 1442.

SALES MANAGEMENT. Comprehensive experience covering ten years in actual sales, sales promotion, buying, accounting and management. Further administrative experience as Major and staff executive officer. Qualified as sales manager of medium-sized organization or as executive assistant to sales manager of large concern. Age 36, family, University graduate. Address P. W. No. 1441.

VETERAN—Major, Ordnance Dept., Mechanical Engr., B.E., graduate work in Industrial Sales, Accounting, Wages, Business and Labor Law. 4½ years Army experience in design, development, test and promotion of self-propelled artillery and accessories. Previous production engineering experience. Desire engineering sales or production position. Address P. W. No. 1440.

WANTED—Two No. 702 Bliss Trimming Presses. Address S. E. No. 956.

WANTED—Automatic Screw Machine, B&S, 2-G, must be 1½" capacity. Address S. E. No. 957.

WANTED—48 foot or power shear and steel lockers. Address S. E. No. 965.

FOR SALE—No. 90 Kol-Master S. M. Off-set Stoker having a maximum coal burning capacity of 900 pounds per hour and the rating of 225 h.p. with screw-type feed, complete with electric coal conveyor having bucket, electric hoist, and track. Address S. E. No. 968.

FOR SALE—2 used Riley Jones, heavy duty, single retort, side dump, underfeed stokers, 6' wide, 6' 4½" long, equipped with hydraulic drive, power unit of motor, fan, oil pump tank, front plates, and switches, \$780.00 each. Address S. E. No. 979.

FOR SALE—1 new Riley Jones, heavy duty, single retort, side dump, underfeed stoker, 7' wide, 9' 4½" long, equipped with steam drive and electrically driven fan, \$1375.00. Address S. E. No. 980.

FOR SALE—20 horsepower, single cylinder, semi-diesel engine—Shafting, pulleys, main engine belt—Two five kilowatt D. C. generators, belting for same and clutch on main shaft to drive—Two 4¾ x 4¾ Clayton belt driven air compressors—One three-cylinder water-pump. Address S. E. No. 984.

FOR SALE—One No. 4A-CD Iron fireman automatic coal burner, with a coal feeding capacity of 575 No. per hour, complete with a 3 H. P. 220 volts, 3 phase, 60 cycle motor and all standard equipment for controls, condition very good. Address S. E. No. 990.

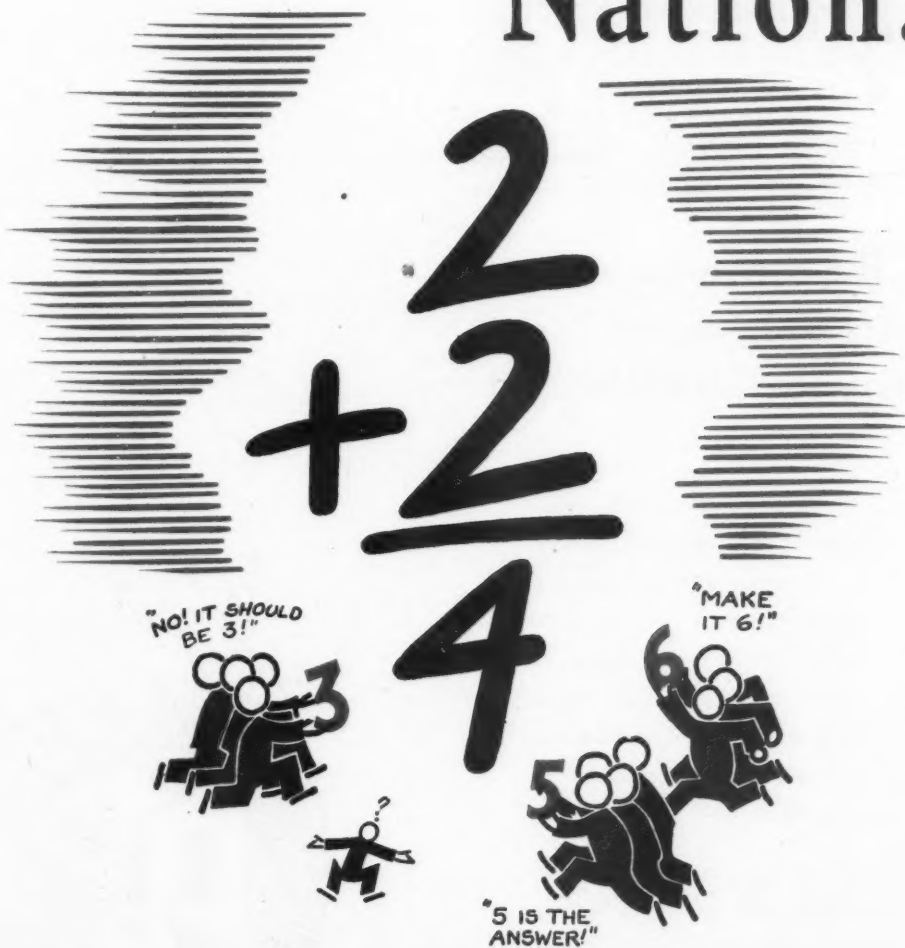
INTERESTED IN: Buying or leasing factory with approximately 50,000 sq. ft. lower Fairfield County—one floor if possible. Address R. E. No. 201.

Advertising Index

Allen Mfg. Co., The	24
American Appraisal Co., The	20
Apothecaries Hall Co.	20
Barney's	23
Barrett, Richard C.	17
Bigelow Co., The	23
Bigelow, Kent, Willard & Co.	17
Bolen, V. E.	27
Brown, Edward H.	34
Caproni, Leo F.	30
Case, Lockwood & Brainard Co., The	Outside Back Cover
Design House	40
Dolge Co., The C. B.	30
Dowd, Wyllie & Olson, Inc.	Outside Back Cover
Dresser & Sons, Inc., C. H.	20
Ellis, Lynn W.	31
Federal Electric Products Co., Inc.	2
Flint Co., A. W.	31
Fuller Brush Co., The	3
Gray Manufacturing Co., The	Inside Back Cover
Hartford Gage Co.	30
Hartford Special Machinery Co., The	22
Howard Co., The	22
Johns-Hartford Tool Co.	21
Johnston Research Associates	40
Jones & Company, Inc., T.A.D.	Inside Front Cover
King & Co., Alfred B.	34
Manternach, Inc.	25
McNeal, J. D.	22
Miller & Associates, Norman E.	19
Much and Associates, R. M.	29
Parker Stamp Works, Inc., The	14
Pickands II, James	21
Plocar Co., John J.	16
Products Research Co., The	15
Robertson Paper Box Co.	13
Roger Sherman Transfer Co.	4
Russell Co., Edw. E.	14
S & W Co., The	17
Souther Engineering Co., The Henry	20
Southern New England Telephone Co.	Outside Back Cover
Specialized Personnel Registry, Inc.	26
Thompson Water Cooler Co.	19
Winslow & Associates, R. H.	33
Wiremold Co., The	28
Worden Co., The	18

Reprinted by permission of the Bank of New York

The State of the Nation:



THE GRAY MANUFACTURING COMPANY

15 ARBOR STREET, HARTFORD 6, CONN. . . 230 PARK AVENUE, NEW YORK 17, N. Y.

W. E. DITMARS, PRESIDENT



Re-conversion Aids are only as far away as your TELEPHONE DIRECTORY

Scores of industrial materials and services are now listed in the Yellow Pages of your Telephone Directory. In these improved Yellow Pages, Connecticut manufacturers can find the names of nearby out-of-town as well as local suppliers, for many are now listed, not only in their hometown directories, but in other Connecticut directories as well.

Conversion to peacetime production is made easier and faster because these new listings in the Yellow Pages can help you locate — quickly and near at hand — the materials and equipment you need.

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

THE CASE, LOCKWOOD & BRAINARD CO.
HARTFORD [1946] CONNECTICUT

Every type
of printing imaginable
will be required for
a successful change
over from a war to
a peace time economy.
We are ready to assist.

THE CASE, LOCKWOOD & BRAINARD CO.
Printers
HARTFORD CONNECTICUT



DOWD, WYLLIE & OLSON INC.
106 ANN ST. • HARTFORD, CONN.

type
able
for
nge
r to
my.
sist.

INARD CO.

NECTICUT

Art
raving

ON INC.
D, CONN.